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2013 Employee Survey

State of Michigan



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Overview | *State of Michigan 2013 Employee Survey*

Survey Objectives

The State of Michigan 2013 Employee Survey is an important part of the Governor's reinvention of state government. The survey helps ensure a customer-focused government and a work culture in which employees are highly engaged, respected, and valued; and have the opportunity to express and explore views on issues related to their jobs.

The survey was first administered in 2012 and provided baseline data that served as the basis for goal setting, change management, and performance metrics. It is now time to assess the results of those efforts and determine if the "needle" has moved.

Specific objectives for the 2013 survey are:

- Measure employee perceptions of their job, workplace, leadership, communications, and inclusion and their engagement across the State of Michigan (SoM)
- Identify and evaluate areas where there have been changes from 2012 to 2013 in key measures within the state as a whole, individual agencies, or various organizational or demographic groups
- For those agencies who have demonstrated the greatest improvement in their measures, review their change management activities for best practices that can be leveraged by others
- Determine areas where employees still indicate the greatest need for change, and use that information to accelerate corrective actions
- Validate for employees that their views are heard, acted upon, and that leadership is held accountable for addressing those issues that are important to employees
- Utilize industry benchmark data for comparison purposes and for establishing new goals
- Establish formal metrics and tracking system to monitor activities and changes prior to the next survey
- Determine follow-up actions to increase engagement, further an environment of inclusion, and support the goals of Good Government



Overview | *Employee engagement*

What is Employee Engagement?

Employee engagement is the strong and positive connection between a person and his or her job. It inspires significant outcomes of real value. When our employees are truly engaged, the State of Michigan reaches its full potential.

Specifically, employee engagement encompasses:

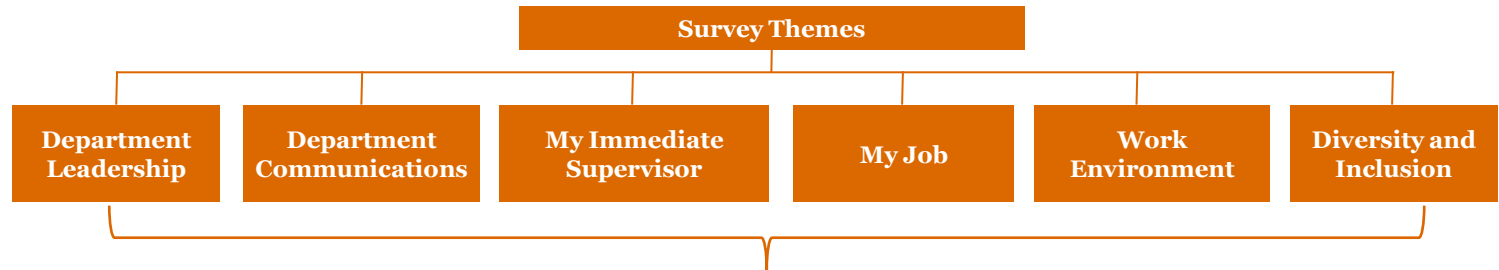
- The extent to which employees have a desire to act and apply discretionary effort to drive business outcomes
- More than satisfaction, includes involvement or “buy-in”
- Employees that are more likely to want to stay with the organization and invest discretionary effort
- Better outcomes, such as higher levels of customer satisfaction

Research from PwC has identified the following attributes of engaged employees:

Advocacy	<ul style="list-style-type: none">• Recommend their organization as a great place to work
Commitment	<ul style="list-style-type: none">• Committed to the organization for the long term
Discretionary effort	<ul style="list-style-type: none">• Are willing to go beyond what is expected for the success of the organization
Pride	<ul style="list-style-type: none">• Have a strong sense of pride for the organization
Achievement	<ul style="list-style-type: none">• Have high emotional energy and passion for the work they do, providing exceptional customer service
Alignment	<ul style="list-style-type: none">• Understand how their roles contribute to the success of the organization and/or their agency



Overview | *Employee engagement*



Engagement Index

**SoM
Engagement
Index**

**Department
Engagement
Index**

Advocacy	Commitment	Discretionary Effort	Pride	Achievement	Alignment
<ul style="list-style-type: none"> I would recommend the State of Michigan to friends and family as a great place to work. 	<ul style="list-style-type: none"> I intend to stay with the State of Michigan for at least another 12 months. 	<ul style="list-style-type: none"> My colleagues go beyond what is expected for the success of the State of Michigan. 	<ul style="list-style-type: none"> I am proud to work for the State of Michigan. 	<ul style="list-style-type: none"> My colleagues are passionate about providing exceptional customer service. 	<ul style="list-style-type: none"> I understand how my job contributes to the mission of the State of Michigan.
<ul style="list-style-type: none"> I would recommend my department to friends and family as a great place to work. 	<ul style="list-style-type: none"> I intend to stay with my department for at least another 12 months. 	<ul style="list-style-type: none"> My colleagues go beyond what is expected for the success of my department. 	<ul style="list-style-type: none"> I am proud to work for my department. 	<ul style="list-style-type: none"> My colleagues are passionate about providing exceptional customer service for my department. 	<ul style="list-style-type: none"> I understand how my job contributes to the mission of my department.

In 2013, employees were asked the engagement index questions listed above relating to both the State of Michigan as well as to their department.

Overview | *Methodology*

Survey Methodology

- One questionnaire was deployed via the web to 46,822 State of Michigan (SoM) and MEDC employees:
 - Survey Administration: from September 9 to September 27, 2013
 - Secretary of State and Attorney General opted out of participation
- Survey items are on a 5-point scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)
- Results in this report are shown for 2013 compared to 2012, where possible
- Agree score is the percentage of responses that are a 4 or 5 (Agree or Strongly Agree)
- The higher the reported Agree Score, the more favorable the result
- Minimum of 10 respondents required for each group to be reported separately
- All survey responses are anonymous
- Seldom has a government organization conducted an employee survey of this scope and comprehensiveness; as a result, few standard benchmarks are available. In this report, benchmarks cover organizations that are customer focused and high performing, both of which are tenets of reinvention:
 - The Services Industry benchmark, representing a variety of services organizations, such as professional and travel/hospitality
 - The High Performing benchmark, representing leading organizations in their respective industries (Manufacturing, Services, Healthcare/Hospital, Retail, Telecommunications, and Utilities) that have shown sustained financial success/growth
- Survey questionnaire included standard demographic questions and questions measuring:
 - SoM Employee Engagement
 - Department Leadership
 - Department Communications
 - My Immediate Supervisor
 - My Job
 - Work Environment
 - Diversity & Inclusion
 - Department Employee Engagement
 - SoM Customized Questions



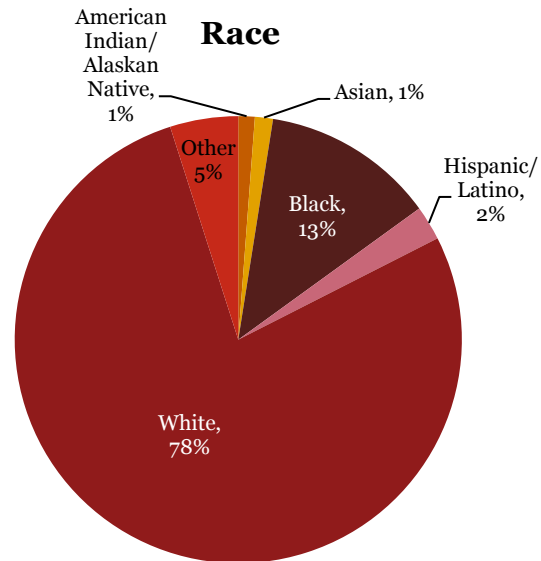
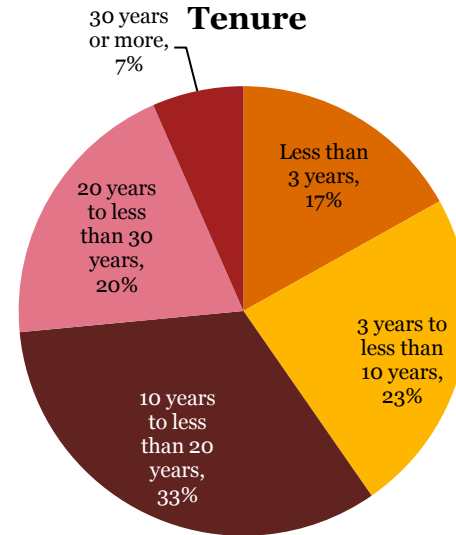
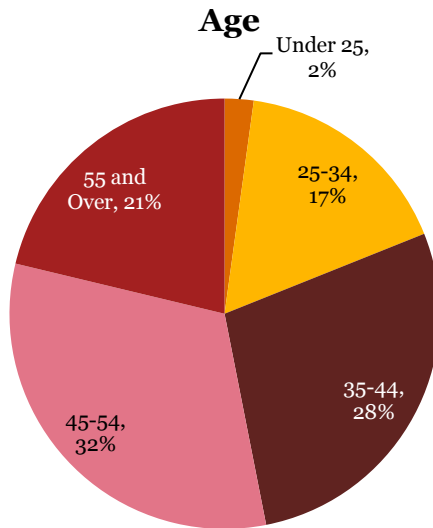
Overview | Response rates

		Invited to participate 2013	Total # of surveys completed 2013	Response Rate 2013	Response Rate 2012
State of Michigan Overall	SoM	46,822	31,608	68%	58%
Governor's Office	GOV	74	73	99%	98%
Michigan State Housing Development Authority	MSHDA	327	317	97%	56%
Michigan Economic Development Corporation	MEDC	334	307	92%	87%
Agriculture & Rural Development	MDARD	403	354	88%	81%
State Police	MSP	2,536	2,226	88%	68%
Education	MDE	541	466	86%	79%
Natural Resources	DNR	1,583	1,331	84%	69%
Lottery	LOTT	195	164	84%	68%
Treasury	TREAS	1,293	1,062	82%	78%
Environmental Quality	DEQ	1,126	915	81%	81%
Workforce Development Agency	WDA	195	156	80%	53%
Insurance and Financial Services	DIFS	316	247	78%	N/A
Gaming Control Board	MGCB	136	100	74%	91%
Civil Service Commission	CSC	429	309	72%	68%
Technology, Management, and Budget	DTMB	2,878	2,058	72%	66%
Licensing & Regulatory Affairs	LARA	2,704	1,950	72%	63%
Civil Rights	MDCR	94	67	71%	62%
Transportation	MDOT	2,686	1,812	67%	60%
Military & Veterans Affairs	DMVA	790	504	64%	30%
Community Health	DCH	3,308	2,010	61%	47%
Human Services	DHS	11,871	7,056	59%	55%
Corrections	MDOC	13,003	7,266	56%	48%
Other (no agency indicated)	Other	N/A	858	N/A	N/A

Note: Demographics including Agency and organizational levels were self-selected by survey participants

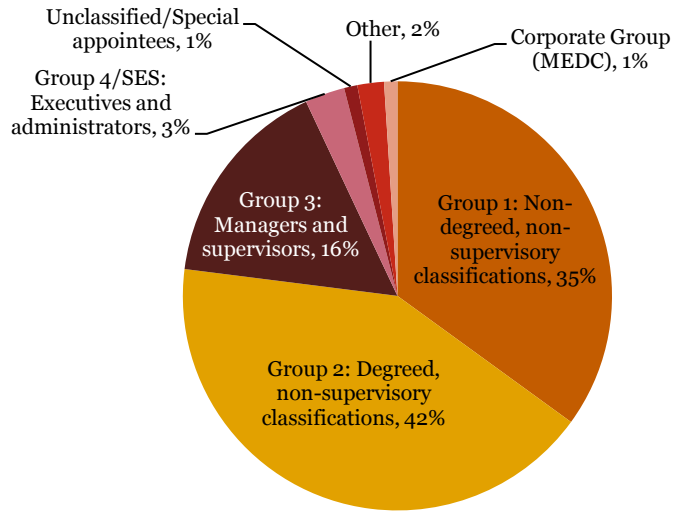


Overview | Respondent demographics

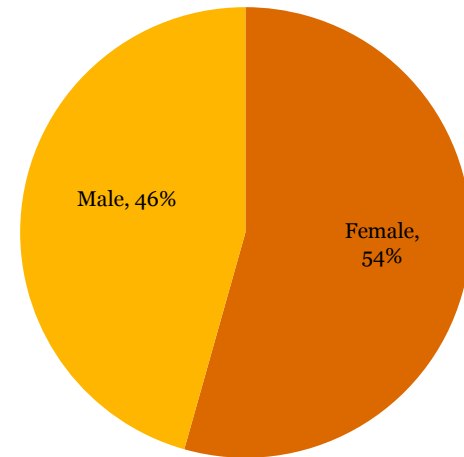


Overview | Respondent demographics (continued)

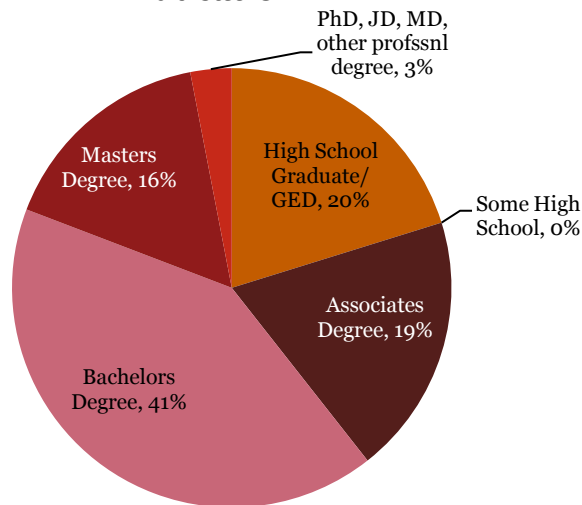
Employment Group



Gender



Education



Summary | Findings

- PwC assesses overall organizational/workforce health by analyzing the following three key survey indicators:
 - Overall average agree: This measure is the percent of all responses that are strongly agree or agree for all questions
 - Employee engagement index: The engagement index is the composite average for the six engagement questions
 - Intent to stay: The intent to stay measure is the percent of responses that are strongly agree or agree for the question, “I intend to stay with the State of Michigan for at least another 12 months.”
- SoM’s employee survey indicators are:

Measure	State of Michigan 2013	State of Michigan 2012	Services Benchmark	High Performing Benchmark
Overall average agree	60%	58%	72%	79%
Employee engagement	3.83	3.79	3.95	4.06
Intent to stay	87%	88%	70%	85%

- 42% of employees are highly engaged with a high intent to continue to work for SoM, an improvement from last year
- Areas of strength that are **facilitating engagement** are consistent with last year:
 - Work group delivering high level of customer service and resolving customer problems
 - Understanding the impact of work on the lives of people in the state
 - Work environment characterized by cooperation and respect for colleagues
- Areas of opportunity that are currently **undermining engagement** remain similar to last year’s improvement areas:
 - Department leadership instituting change, reinvention, and continuous improvement in the context of good government
 - Clear, honest, and informative department leadership communications
 - Inclusive work environment that respects and encourages individual differences and opinions
 - Career goals and development being facilitated and supported



Summary | *Findings (continued)*

Improvement

- 15 of 21 agencies increased their employee engagement – greatest improvement, State Police (4.7%) and greatest decline, Governor's Office (-3.0%)
- While not the most improved, Corrections' increase in employee engagement of 2.4% influenced the State's overall employee engagement improvement of 1.1%
- Department leadership remains very important to overall employee engagement. All but one department leadership question improved, however leadership scores remain in the bottom third of all questions

Employee landscape

- 13 agencies saw a rise in Champions (high engagement / high intent to stay) and 5 saw a decrease
- Champions (high engagement/high intent to stay) are much more engaged (4.43 vs. 3.83) than the total workforce, while Captives (low engagement/high intent to stay) are much less so (3.50 vs. 3.83). Both populations have increased their overall engagement level from 2012

Work environment and collaboration

- Employees generally do not feel sufficient effort is made to get their opinions, though this sentiment has become slightly more positive compared to last year. When employees feel effort is made, they are much more engaged
- High engagement groups within the agencies generally have an average engagement score for their employees of 4.25 vs. low engagement groups with an average engagement score of 3.76. Employees in high engagement groups are more likely to:
 - Be Champions
 - Stay with the State of Michigan
 - Feel sufficient effort is made to get their opinions – a driver of engagement

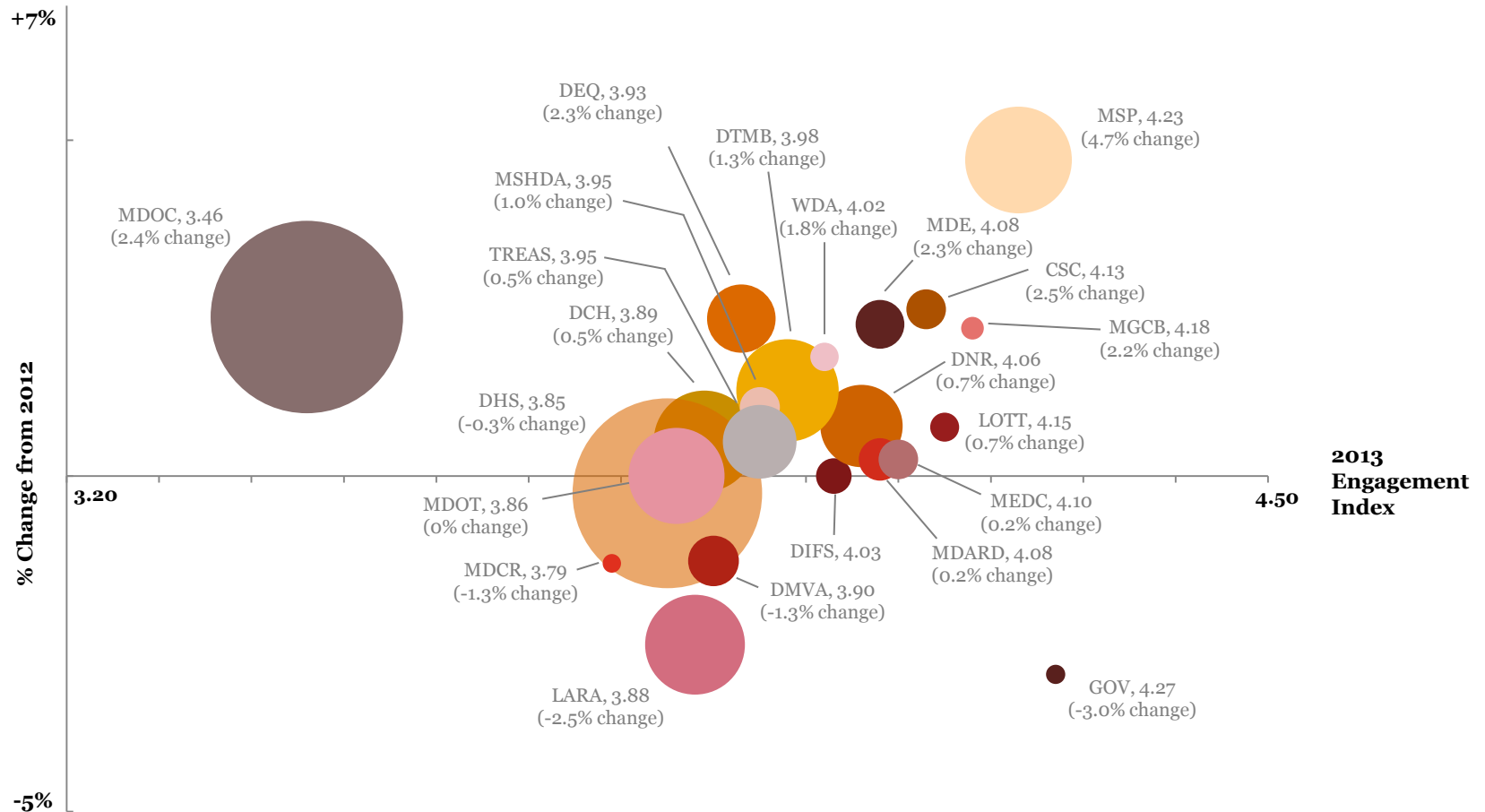
Anonymity

- Employees remain concerned that their survey responses are not anonymous
- In 2012, 54% of employees trusted their survey responses would be kept anonymous, while this year only 42% believed this to be the case regarding their responses to last year's survey



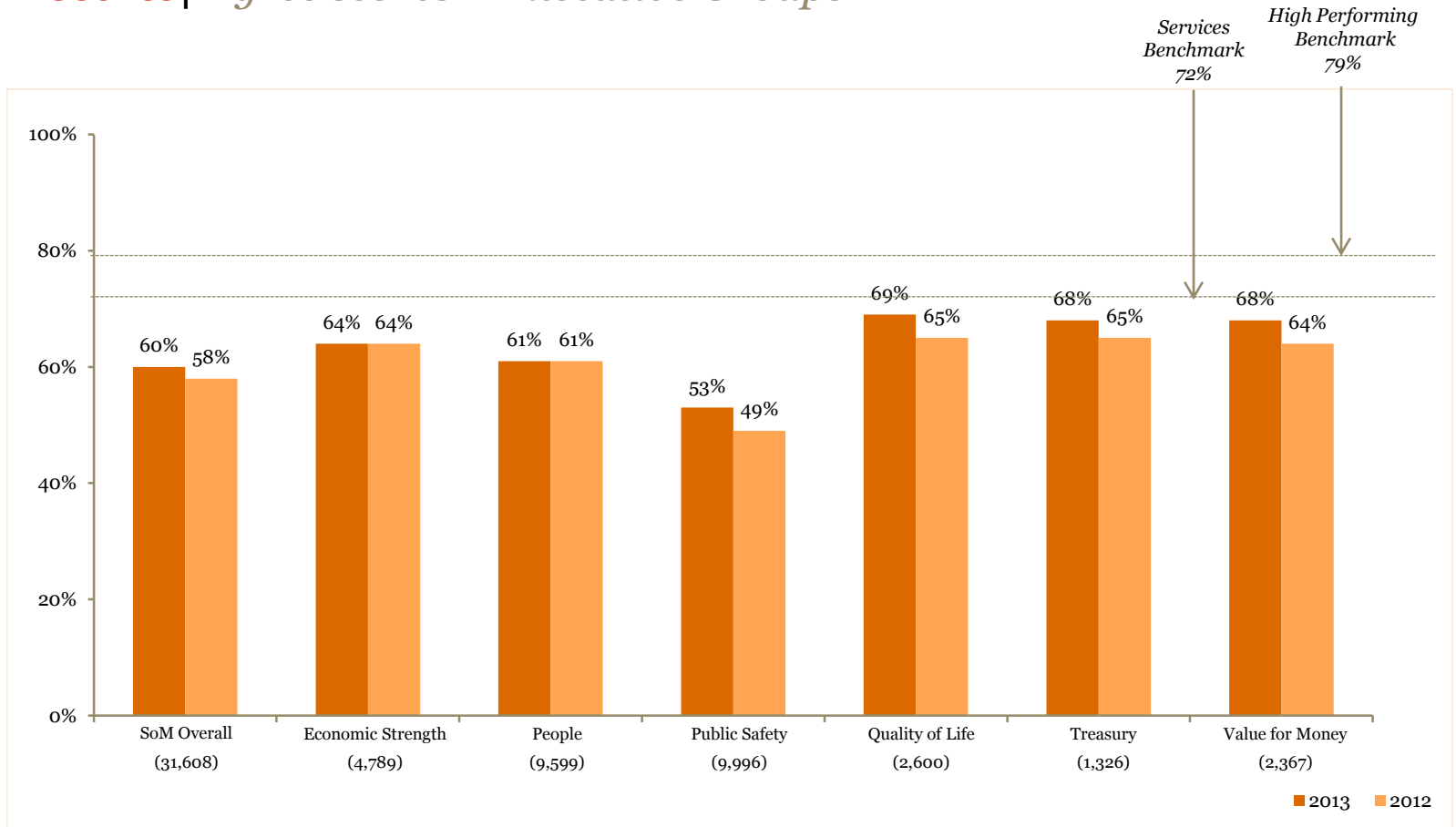
Summary | Findings (continued)

MDOC represents over a third (38%) of the employee response population that showed an increase in engagement index from 2012. Therefore, the increase in MDOC's engagement index has a large impact on the increase in average engagement index for SoM Overall (1.1% increase).



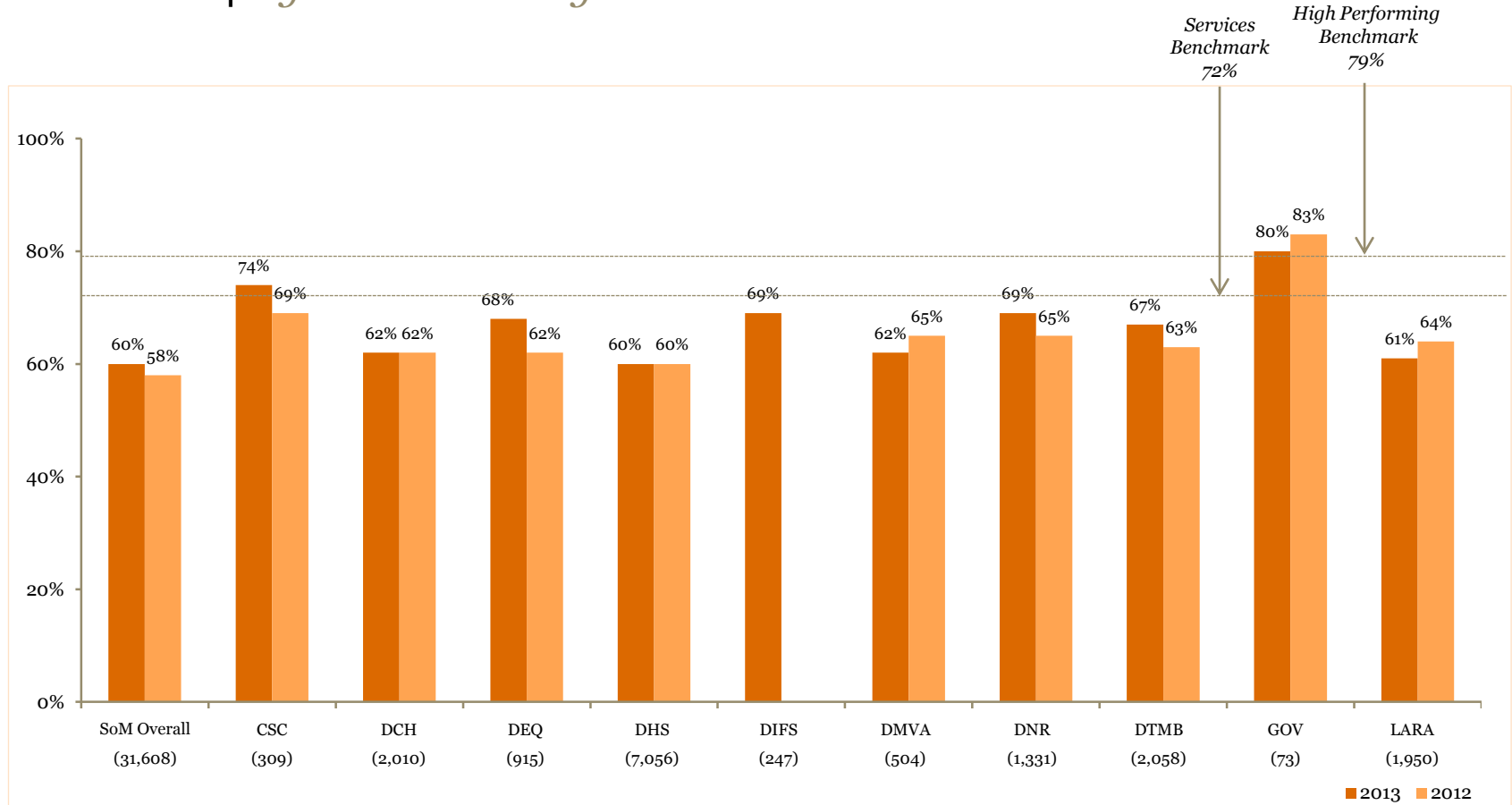
The size of the circles represents the size of the response population

Results | Agree scores – Executive Groups



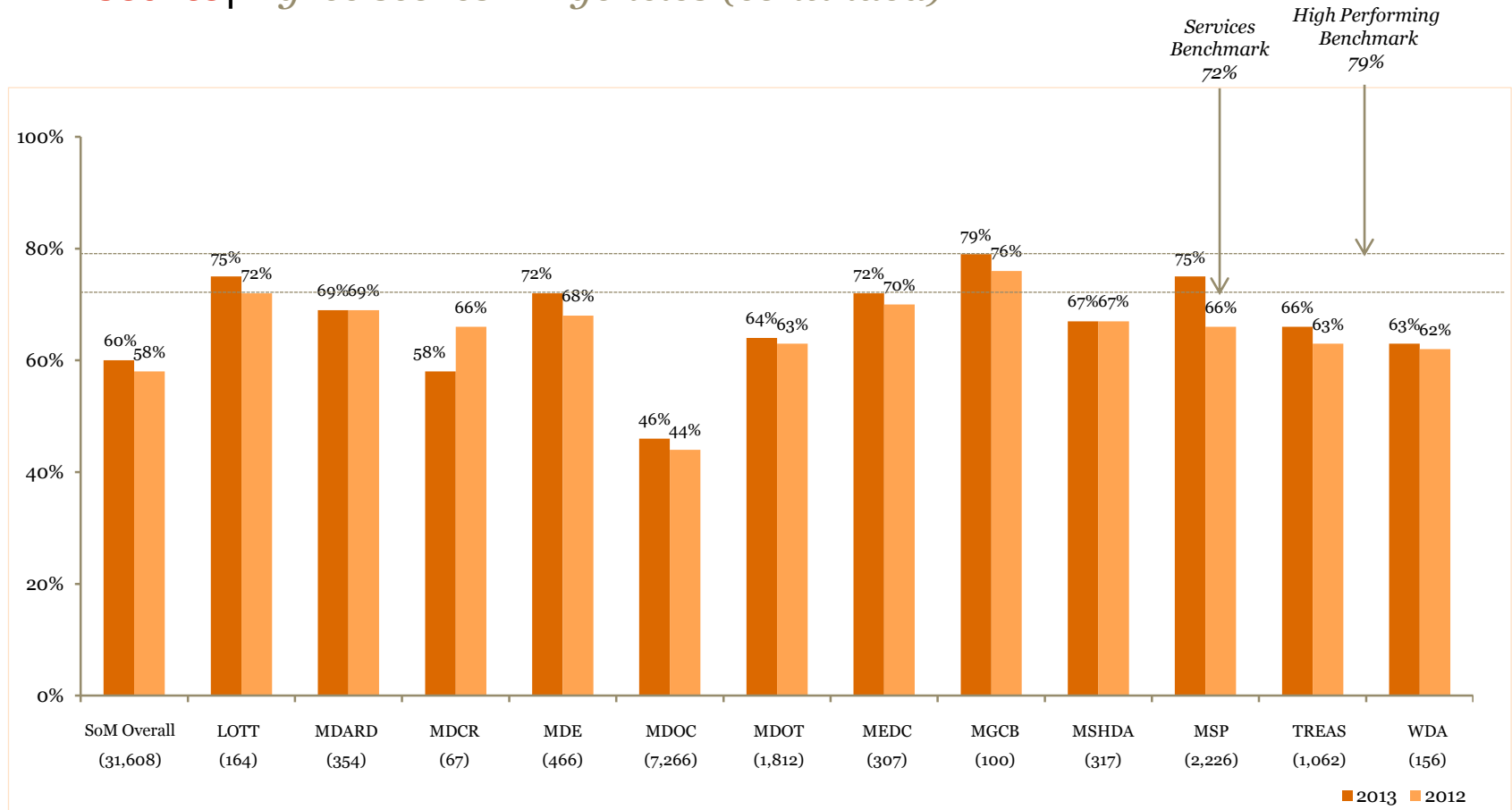
The agree score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree)

Results | Agree scores – Agencies



The agree score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree)

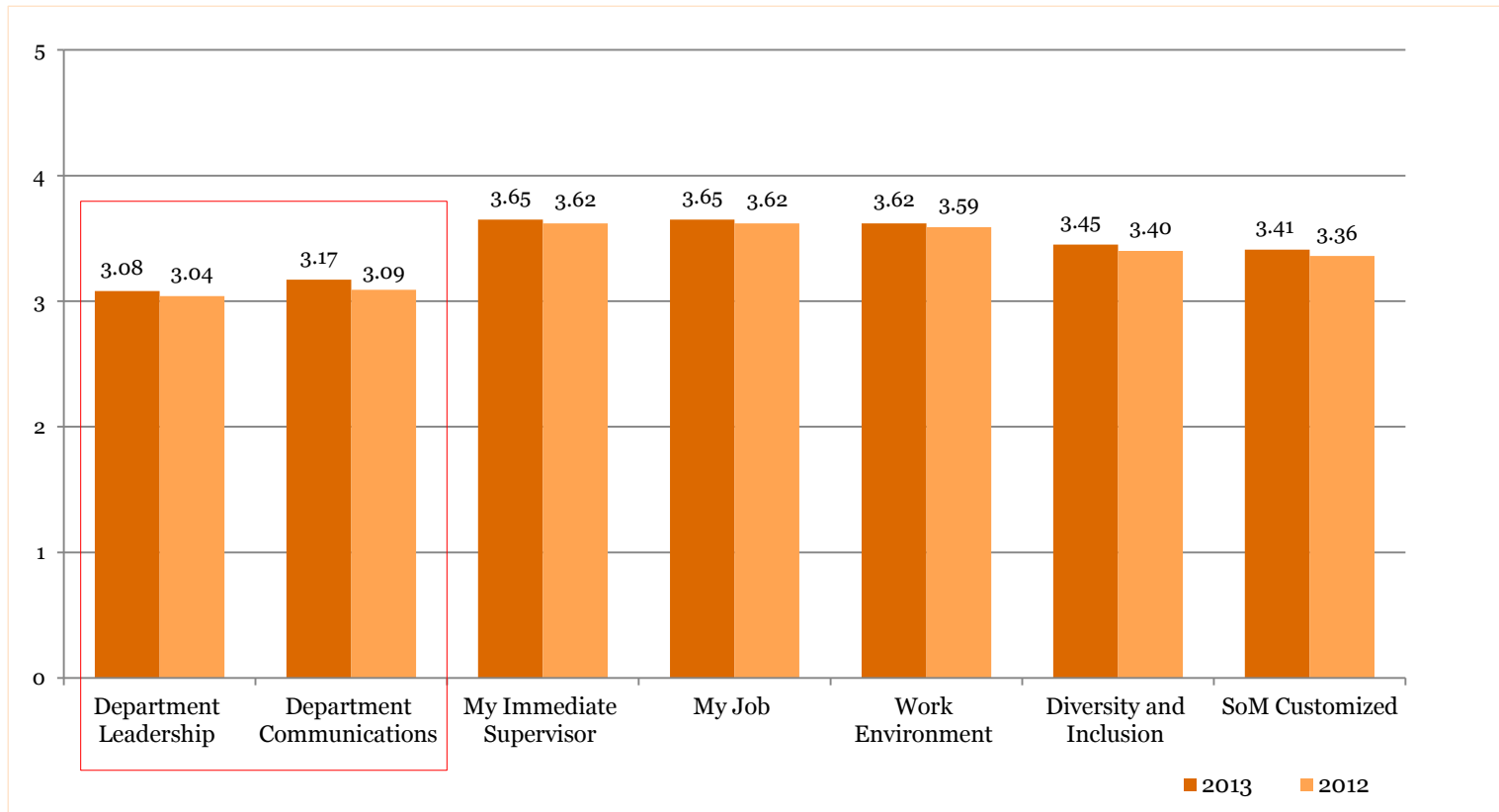
Results | Agree scores – Agencies (continued)



The agree score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree)

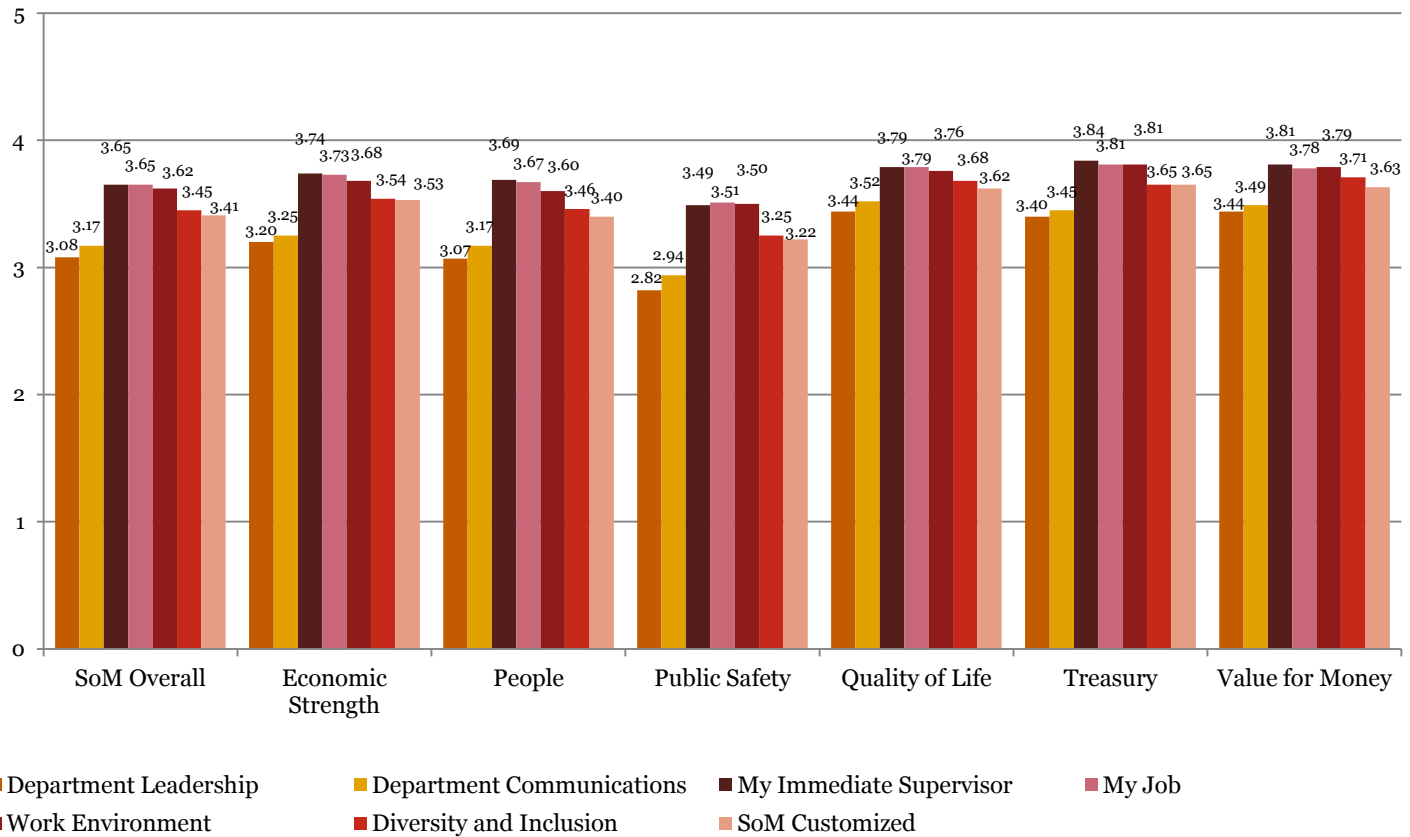
Results | *Survey theme scores – Overall*

- Department Leadership and Department Communications are consistently the lowest scoring survey themes for SoM Overall, similar to last year



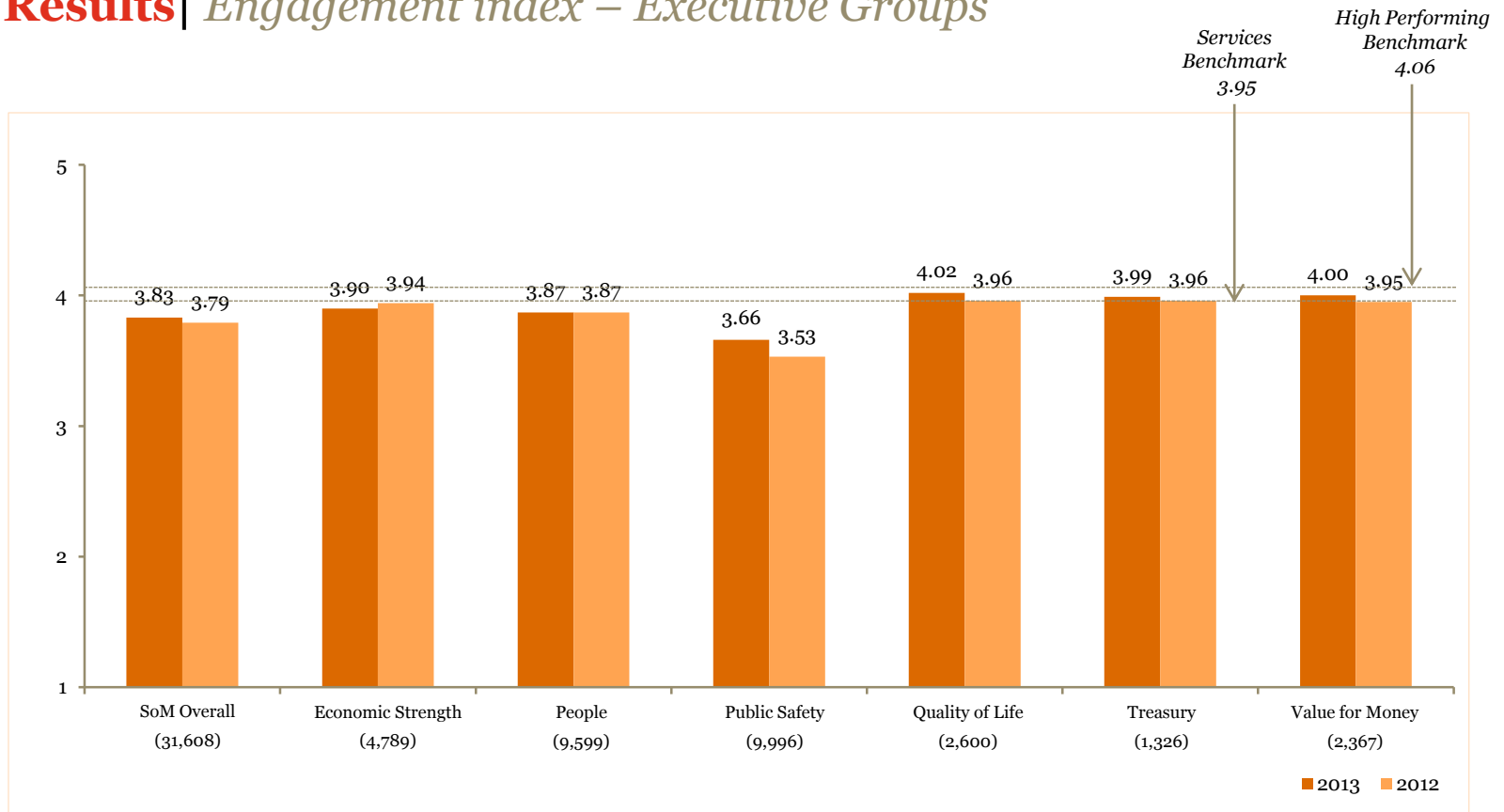
Survey theme scores are the composite averages for the questions that make up that survey theme

Results | Survey theme scores – Executive Groups



Survey theme scores are the composite averages for the questions that make up that survey theme

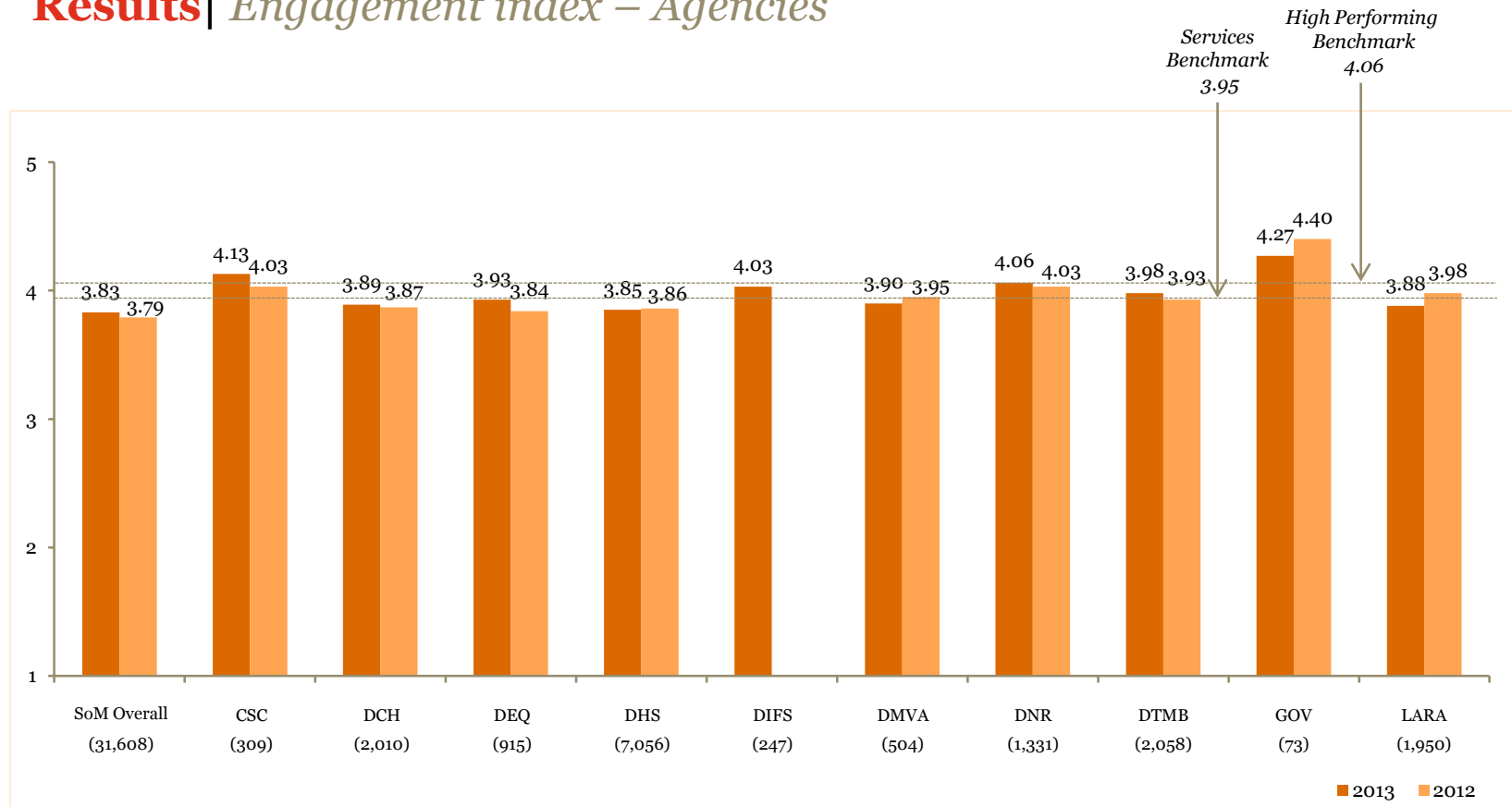
Results | *Engagement index – Executive Groups*



The SoM Engagement Index is the composite average for:

- I would recommend the State of Michigan to friends and family as a great place to work.
- I intend to stay with the State of Michigan for at least another 12 months.
- My colleagues go beyond what is expected for the success of the State of Michigan.
- I am proud to work for the State of Michigan.
- My colleagues are passionate about providing exceptional customer service.
- I understand how my job contributes to the mission of the State of Michigan.

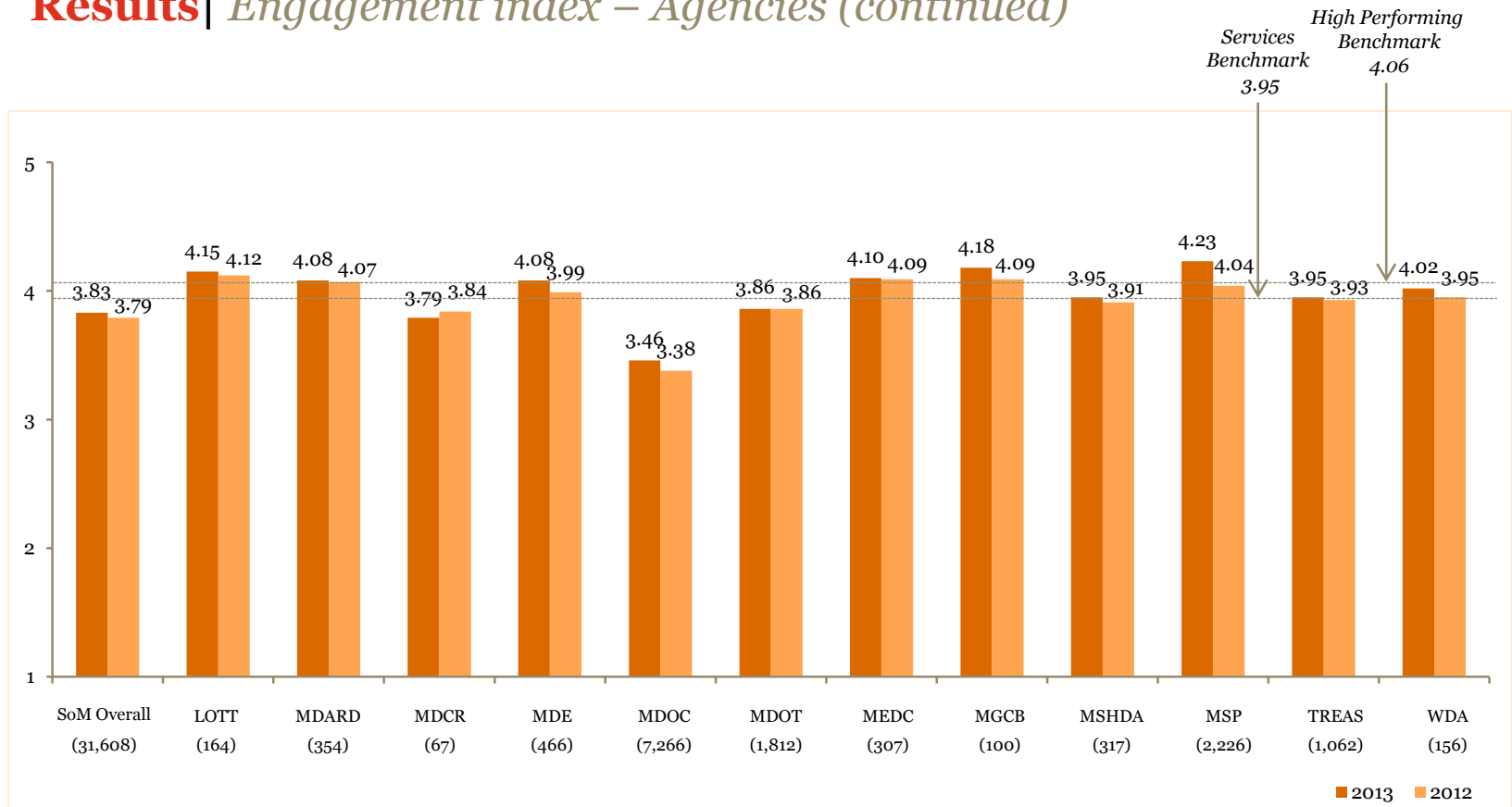
Results | *Engagement index – Agencies*



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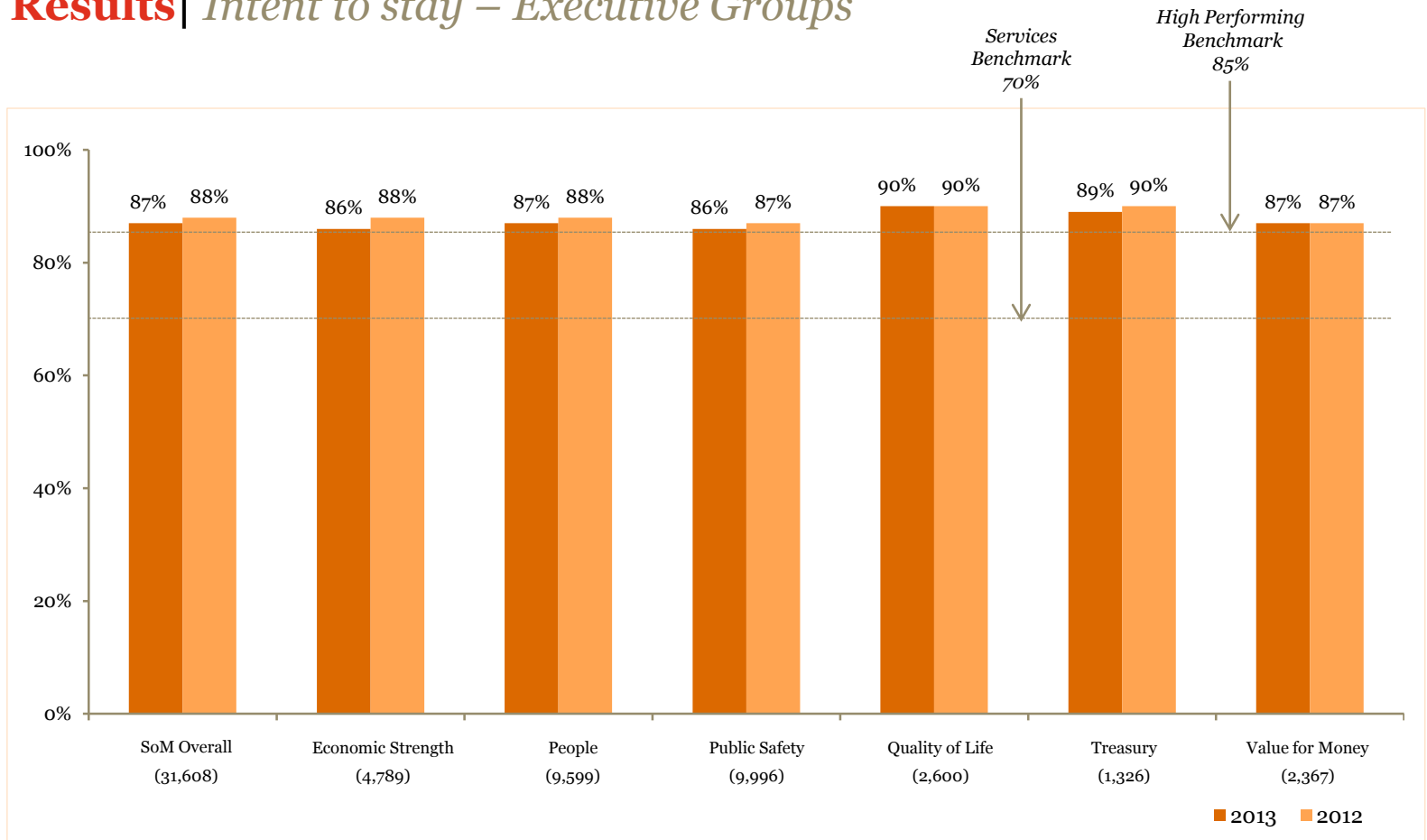
Results | Engagement index – Agencies (continued)



The SoM Engagement Index is the composite average for:

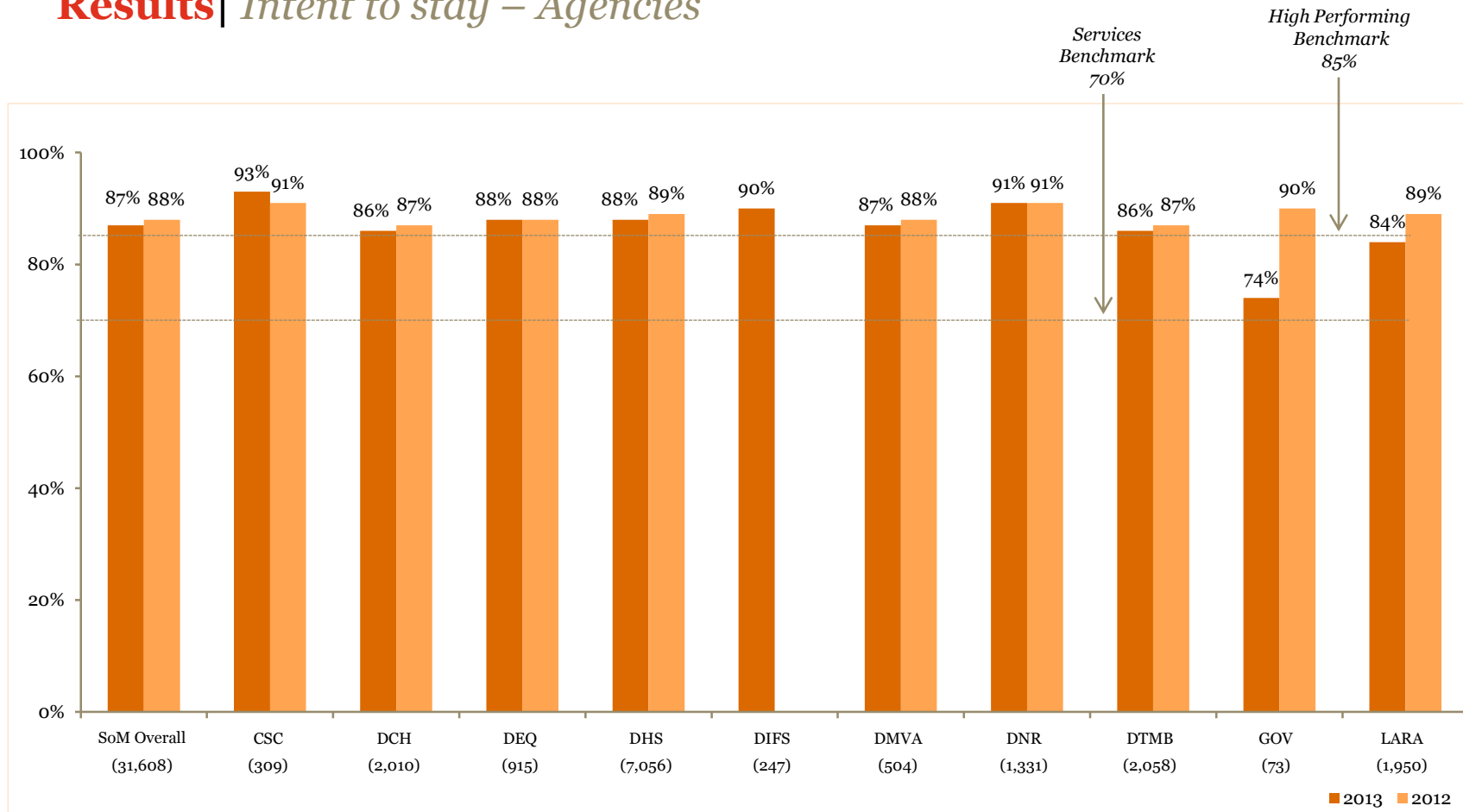
- I would recommend the State of Michigan to friends and family as a great place to work.
- I intend to stay with the State of Michigan for at least another 12 months.
- My colleagues go beyond what is expected for the success of the State of Michigan.
- I am proud to work for the State of Michigan.
- My colleagues are passionate about providing exceptional customer service.
- I understand how my job contributes to the mission of the State of Michigan.

Results | *Intent to stay – Executive Groups*



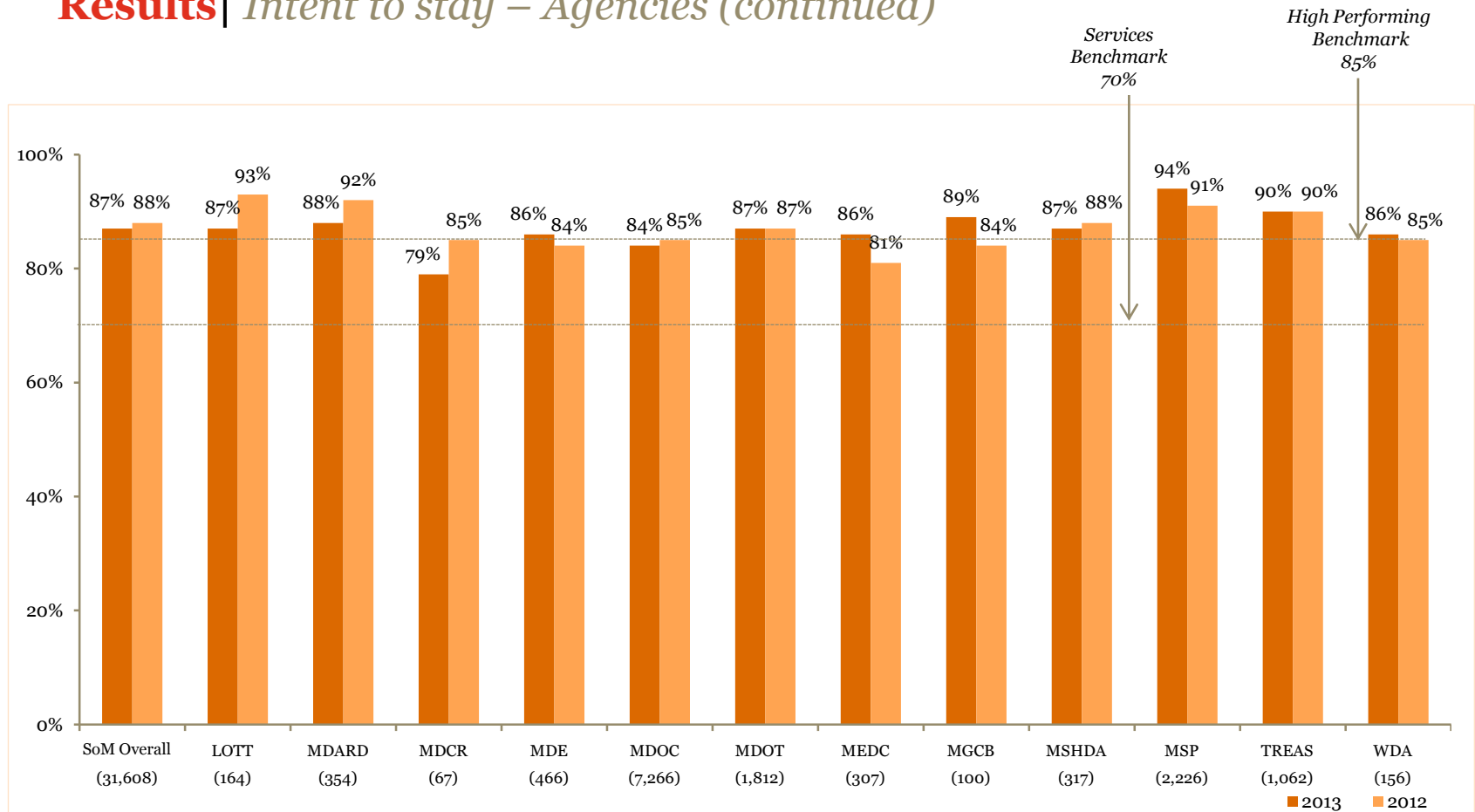
The intent to stay score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.

Results | *Intent to stay – Agencies*



The intent to stay score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.

Results | Intent to stay – Agencies (continued)



The intent to stay score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.

Results | *Greatest change*

	2013	2012	Percentage Point Difference ¹	2013 & 2012 Engagement Driver Matrix Description ²
Agree Score				
Greatest increase				
I would recommend the State of Michigan to friends and family as a great place to work.	60%	53%	+7	N/A
I am confident department leadership is leading us in the right direction for success.	39%	33%	+6	Priority/Priority
Sufficient effort is made to get the opinions of people who work here.	39%	34%	+5	Priority/Priority
Department leadership is interested in the well-being of employees.	41%	36%	+5	Priority/Priority
Department leadership gives employees a clear picture of the direction my department is headed.	42%	37%	+5	Priority/Priority
Greatest decrease				
I believe that my responses to the 2012 survey really were anonymous. ³	42%	54%	-12	Monitor/Monitor
Department leadership makes decisions in a timely fashion. ³	35%	44%	-9	Priority/Priority

¹Differences less than -4 and greater than +4 are reported in this table

²See Driver Matrix pages. Items with “N/A” are engagement index items and were not included in the Driver Matrix

³ The wording for these items was slightly modified from 2012

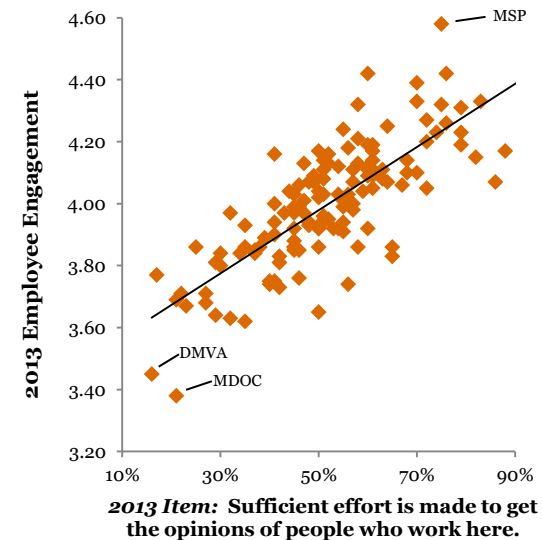
Note: The agree score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree)

Results | *Employee feedback and input*

Engagement is strongly tied to perceptions of sufficient effort being made to get the opinions of employees. Groups that saw investment in gathering their opinions are more engaged.

Sentiments relating to department leadership were highly correlated with whether employees felt sufficient effort was made to get their opinions – specifically, department leadership’s interest in employees’ well-being, open and clear communication, fostering a culture of continuous improvement, and trustworthiness.

Measure	High engagement groups ¹	Low engagement groups ¹	High vs. low difference
Employee engagement	4.25	3.76	0.49
Intent to stay	89%	83%	6%
Champions	69%	37%	32%
Sufficient effort to get opinions ²	68%	37%	31%

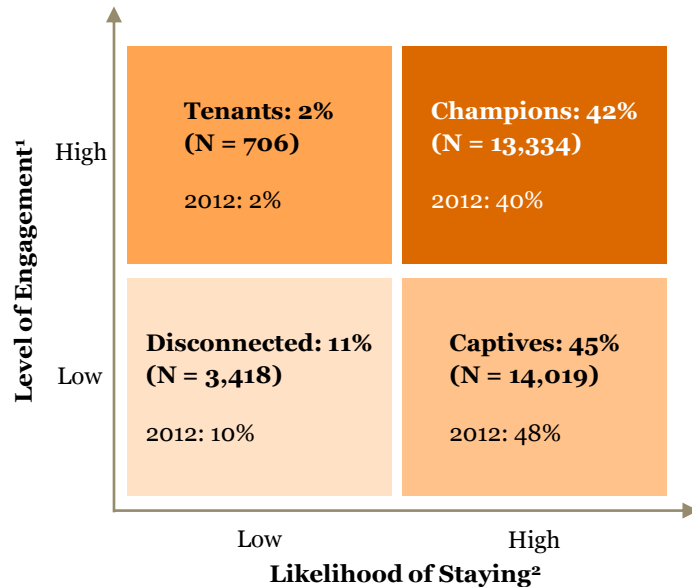


¹ Groups are based on the next organizational level below the agency level. High engagement groups are the top 25% and the low engagement groups are the bottom 25% of the employee engagement score (those with fewer than 10 employees were excluded)

² Sufficient effort is made to get the opinions of people who work here.

Employee landscape | Overall

- PwC Saratoga's Employee Landscape provides a way to categorize and assess various employee types. This technique segments respondents into four different characteristics based on their responses to the SoM engagement questions and their likelihood of leaving the organization.



Profile	Characteristics
Champions	<ul style="list-style-type: none"> High level of engagement and high likelihood of staying Strong identification with organization objectives High level of loyalty to the organization High level of willingness to cooperate and motivate colleagues
Tenants	<ul style="list-style-type: none"> High level of engagement and low likelihood of staying Very satisfied/"Free Agents"/Lower loyalty Have a stabilizing effect on the organization Straightforward, however, need to be directed
Disconnected	<ul style="list-style-type: none"> Low level of engagement and low likelihood of staying Dissatisfied and disengaged More frustrated than dedicated Under-utilized resources of the organization Ready to change jobs when opportunities become available
Captives	<ul style="list-style-type: none"> Low level of engagement and high likelihood of staying Rather critical, therefore difficult to lead Greatest opportunity to convert to Champions "Rest and Vest" mentality

¹ Based on the average of Employee Engagement Index questions not including "I intend to stay with the State of Michigan for at least another 12 months" question (High ≥ 4.0 , Low < 4.0)

² Based on "I intend to stay with the State of Michigan for at least another 12 months."

*Indicates groups with highest representation within each Landscape category

Employee landscape | Agencies

		Champions		Tenants		Disconnected		Captives	
		2013	2012	2013	2012	2013	2012	2013	2012
State of Michigan Overall	SoM	42%	40%	2%	2%	11%	10%	45%	48%
Gaming Control Board	MGCB	71%	59%	2%	3%	9%	13%	18%	26%
State Police	MSP	68%	55%	2%	3%	4%	6%	26%	37%
Governor's Office	GOV	66%	81%	14%	5%	12%	5%	8%	8%
Civil Service Commission	CSC	61%	53%	2%	2%	5%	7%	32%	38%
Lottery	LOTT	61%	62%	6%	3%	7%	4%	26%	31%
Education	MDE	59%	53%	5%	4%	8%	12%	27%	30%
Michigan Economic Development Corporation	MEDC	59%	59%	4%	8%	10%	11%	26%	22%
Natural Resources	DNR	58%	54%	3%	2%	6%	6%	33%	37%
Agriculture & Rural Development	MDARD	57%	56%	3%	2%	9%	6%	31%	36%
Insurance & Financial Services	DIFS	54%	N/A	2%	N/A	9%	N/A	36%	N/A
Technology, Management, and Budget	DTMB	52%	47%	4%	3%	10%	10%	34%	40%
Workforce Development Agency	WDA	51%	47%	5%	5%	8%	10%	36%	38%
Treasury	TREAS	49%	43%	2%	2%	8%	8%	41%	47%
Environmental Quality	DEQ	48%	41%	3%	2%	9%	9%	40%	48%
Military & Veterans Affairs	DMVA	48%	52%	2%	2%	11%	9%	38%	37%
Michigan State Housing Development Authority	MSHDA	47%	43%	4%	2%	9%	9%	40%	46%
Community Health	DCH	46%	43%	3%	3%	11%	10%	41%	44%
Licensing & Regulatory Affairs	LARA	45%	50%	3%	2%	13%	8%	39%	39%
Transportation	MDOT	43%	43%	3%	2%	10%	10%	44%	44%
Human Services	DHS	42%	42%	2%	2%	10%	10%	46%	46%
Civil Rights	MDCR	34%	49%	7%	0%	13%	15%	45%	36%
Corrections	MDOC	21%	18%	1%	1%	15%	14%	63%	68%

Champions percentages in red indicate a decrease from 2012



Employee landscape | Demographics

	Champions		Tenants		Disconnected		Captives	
	2013	2012	2013	2012	2013	2012	2013	2012
State of Michigan Overall	42%	40%	2%	2%	11%	10%	45%	48%
Race								
American Indian/Alaskan Native	36%	32%	4%	1%	12%	11%	49%	56%
Asian	59%	57%	3%	3%	10%	8%	27%	31%
Black	44%	43%	2%	3%	12%	12%	42%	42%
Hispanic/Latino	47%	44%	3%	2%	8%	9%	43%	45%
White	43%	40%	2%	2%	10%	9%	45%	49%
Other	30%	29%	3%	2%	18%	17%	49%	52%
Gender								
Female	44%	42%	2%	2%	10%	9%	44%	47%
Male	42%	37%	3%	2%	11%	11%	44%	50%
Age Range								
Under 25	54%	51%	7%	6%	12%	14%	27%	29%
25-34	45%	43%	2%	2%	12%	13%	41%	42%
35-44	43%	39%	1%	1%	10%	9%	47%	50%
45-54	41%	38%	1%	1%	10%	8%	48%	52%
55 and Over	43%	39%	5%	4%	12%	12%	41%	45%
Tenure								
Less than 3 years	53%	52%	3%	3%	11%	11%	34%	35%
3 years to less than 10 years	42%	42%	2%	2%	12%	11%	44%	45%
10 years to less than 20 years	40%	36%	1%	1%	10%	9%	49%	53%
20 years to less than 30 years	38%	34%	2%	2%	11%	9%	49%	55%
30 years or more	44%	40%	7%	5%	11%	12%	38%	43%
Employment Group								
Group 1: Non-degreed, non-supervisory classifications	38%	35%	2%	1%	11%	10%	49%	54%
Group 2: Degreed, non-supervisory classifications	43%	41%	2%	2%	11%	11%	44%	46%
Group 3: Managers and supervisors	44%	41%	3%	2%	9%	8%	44%	48%
Group 4/SES: Executives and administrators	70%	63%	5%	5%	5%	6%	20%	26%
Unclassified/Special appointees	57%	59%	9%	6%	13%	8%	21%	27%
MEDC - Corporate	62%	61%	6%	8%	9%	10%	23%	21%
Other	40%	36%	2%	2%	16%	13%	42%	49%

Champions percentages in red indicate a decrease from 2012

Heat map | *Handout*

What is a Heat Map?

PwC Saratoga's Heat Map sorts average agree scores from high to low by each question and by each demographic segment. Agree scores represent the percent of participants who selected Agree or Strongly Agree as the answer to each question.

Purpose/objective of a Heat Map:

PwC Saratoga's Heat Map highlights high and low performance scores by key demographics and displays systemic and isolated issues. The Heat Map provides a consistent comparison of organizational strengths and vulnerabilities by selected demographic segments.

How to use a Heat Map:

- Systemic issues existent throughout the organization can be found in the bottommost rows.
- Isolated issues pertaining to specific demographic groups can be found in the rightmost columns.
- The bottom ninth of all scores overall are highlighted in red; the remaining bottom third of all scores overall are highlighted in yellow.
- Red cells represent unfavorable scores; yellow cells represent vulnerable scores.
- The correlation is a measure of the relation between each survey item and the employee engagement index. The correlation can range from -1.00 to +1.00. Correlations greater than 0.45 are considered strong. Items with a stronger relationship/impact on engagement have a higher correlation coefficient. The strongest correlations are highlighted in green in the Heat Map.



0.60 & Above

Lower agree scores

Isolated issues

30

Employee landscape | Heat map

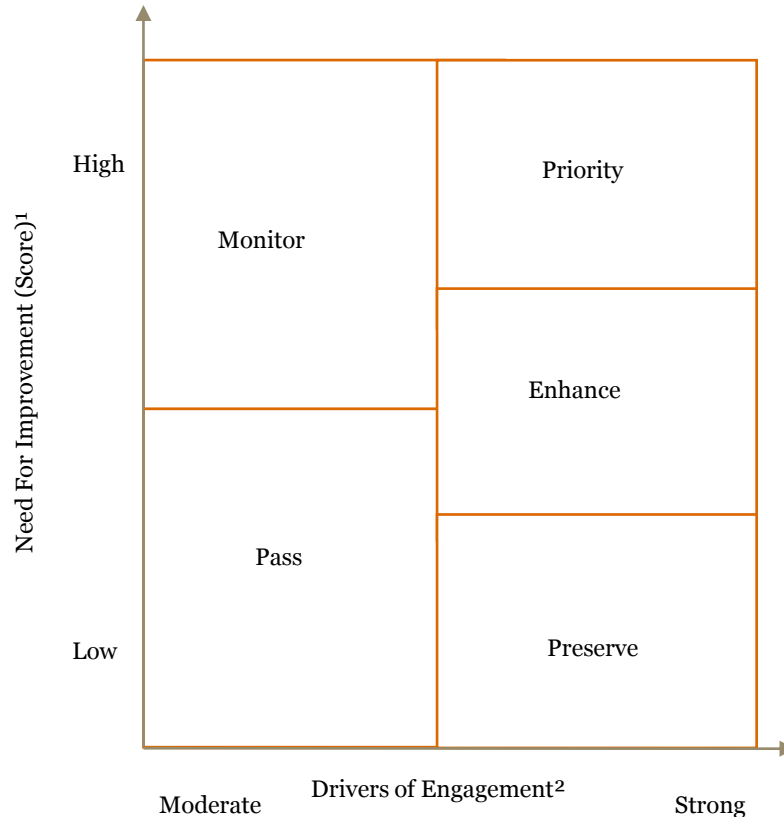
- 56 of 100 people are Captives or Disconnected
- Ranges in agree scores:
 - Champions: 57% - 99%
 - Captives: 18% - 82%
 - Tenants: 36% - 96%
 - Disconnected: 9% - 65%

SoM Overall 2013 - Landscape Heat Map %Agreement (Strongly Agree + Agree)					
	Champion	Tenant	State of Michigan 2013		Disconnected
	N=				
	13334	706	31608	14019	3418
My supervisor holds me accountable for the quality of my work.	95%	88%	85%	79%	65%
I have a clear idea of my job responsibilities.	95%	85%	85%	82%	62%
I understand how the work I do makes a difference in the lives of the people of the State of Michigan.	97%	94%	83%	75%	58%
I understand how my job contributes to the mission of the State of Michigan.	98%	96%	79%	68%	50%
I am generally able to balance my job and personal/family life.	88%	77%	79%	76%	56%
My work group does a good job of resolving customer problems when they occur.	96%	94%	79%	69%	54%
I believe that employee diversity is important to our success.	87%	85%	75%	66%	58%
My work group consistently delivers a high level of customer service.	96%	93%	75%	59%	48%
I am proud to work for the State of Michigan.	99%	93%	74%	61%	28%
I am treated with dignity and respect by my colleagues.	92%	90%	74%	62%	47%
The people I work with cooperate well together to get the job done.	92%	89%	73%	61%	49%
I understand how my performance on the job is evaluated.	88%	75%	73%	66%	47%
I have effective two-way communication with my supervisor.	87%	71%	71%	62%	43%
My supervisor clearly communicates his/her expectations of me.	85%	71%	68%	58%	42%
My job makes good use of my skills and abilities.	88%	73%	68%	57%	32%
My supervisor recognizes me when I do a good job.	84%	69%	67%	57%	39%
The benefits program I have compares favorably with benefits programs of other employers in Michigan.	80%	71%	66%	57%	44%
My work group constantly looks for better ways to serve our customers.	89%	89%	66%	49%	37%
I think my job performance is evaluated fairly.	84%	69%	65%	55%	35%
My colleagues treat co-workers with dignity and respect.	85%	81%	64%	50%	40%
My supervisor gives me feedback that helps me improve my performance.	82%	67%	64%	54%	37%
My job gives me a feeling of personal accomplishment.	89%	73%	64%	49%	25%
My supervisor's actions are consistent with what he/she says.	82%	69%	63%	52%	37%
I would recommend the State of Michigan to friends and family as a great place to work.	92%	77%	60%	40%	15%
My colleagues go beyond what is expected for the success of the State of Michigan.	93%	94%	60%	35%	32%
Employees at the State of Michigan are able to contribute to their fullest potential (without regard to such characteristics as age, race, ethnicity, disability, etc.)	83%	71%	60%	45%	27%
Overall Average					
	82%	68%	60%	47%	30%
My colleagues are passionate about providing exceptional customer service.	93%	95%	59%	32%	31%
The State of Michigan values diversity in the workplace.	80%	70%	59%	45%	31%
I have the materials/tools/equipment I need to do my job well.	79%	67%	59%	48%	31%
Within my department, there is effective teamwork between my work group and other work groups.	83%	74%	58%	41%	31%
I receive the training I need to do a quality job.	78%	66%	57%	45%	29%
My work group has a climate in which diverse perspectives are encouraged and valued.	82%	73%	56%	38%	25%
I am paid fairly for the work I do.	69%	58%	56%	48%	32%
I get the information I need to be productive in my job.	79%	64%	55%	40%	24%
My supervisor effectively balances the workload across our workgroup or team.	76%	60%	55%	42%	30%
I am encouraged to come up with new and better ways of doing things.	79%	68%	55%	39%	24%
My career goals can be met at the State of Michigan.	79%	45%	53%	39%	11%
The State of Michigan has an inclusive work environment where individual differences are respected.	77%	63%	50%	32%	18%
I feel my supervisor takes an active interest in my career development.	71%	56%	50%	35%	24%
My department is serious about change and reinvention to achieve good government.	76%	60%	48%	29%	16%
I provide my opinions without fear of retaliation or retribution.	69%	57%	47%	32%	21%
We monitor our progress using measures and metrics on our department's scorecard.	66%	59%	46%	31%	25%
My department keeps employees informed about matters affecting us.	69%	56%	45%	29%	18%
Department leadership is trustworthy.	68%	59%	43%	25%	14%
The State of Michigan empowers employees to make appropriate decisions that are in the best interests of the State.	70%	55%	43%	24%	14%
I am aware of Good Government initiatives taking place in my agency.	67%	57%	43%	26%	17%
Department leadership gives employees a clear picture of the direction my department is headed.	67%	56%	42%	24%	14%
I believe that my responses to the 2012 survey really were anonymous.	57%	46%	42%	32%	24%
Department leadership is interested in the well-being of employees.	66%	54%	41%	23%	12%
My department leadership communicates openly and honestly with employees.	65%	54%	41%	24%	14%
Department leadership is creating a culture of continuous improvement.	68%	56%	40%	20%	10%
I believe I have the opportunity for growth in my current job.	62%	36%	40%	27%	9%
Sufficient effort is made to get the opinions of people who work here.	65%	54%	39%	21%	13%
I am confident department leadership is leading us in the right direction for success.	66%	49%	39%	19%	9%
Department leadership makes decisions in a timely fashion.	58%	44%	35%	18%	11%

Legend	
Very Unfavorable =	0%-41%
Unfavorable =	42%-55%



Driver matrix | Description



What is the Driver Matrix?

- The Driver Matrix identifies items and themes that drive engagement, enabling more focused action planning.
- The Driver Matrix categorizes each item based on its correlation with the engagement index as well as its need for improvement, as measured by the Agree Score.

Priority

- High correlation with engagement index and high need for improvement. The greatest opportunities to increase engagement are identified in the Priority box.

Enhance

- High correlation with engagement index and medium need for improvement. Opportunity exists to move these items to the Preserve box by increasing their agree scores.

Preserve

- High correlation with engagement index and low need for improvement. Organizations should be conscious of maintaining its Preserve items.

Monitor

- Low correlation with engagement and high need for improvement. Items in the Monitor section may not have high impact on engagement.

Pass

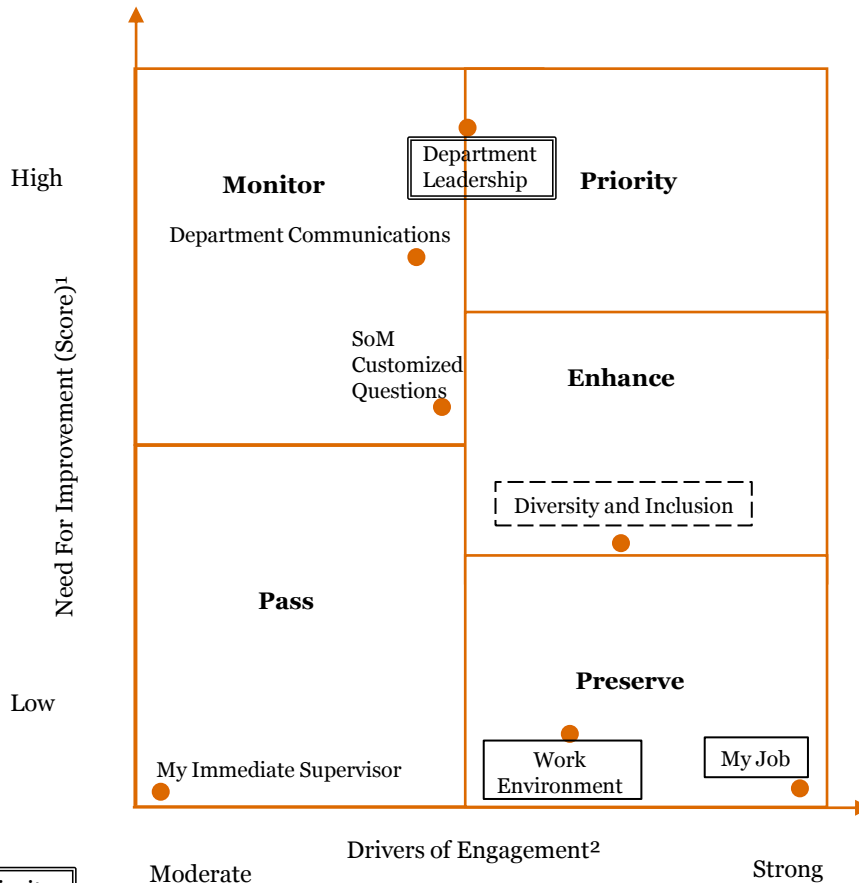
- Low correlation with engagement and low need for improvement. Items in Pass section do not have high impact on engagement.

¹ Based on agree score (Agree + Strongly Agree)

² Based on correlation with Engagement Index

Note: A full list of correlations with engagement and agree scores is included in the Appendix.

Driver matrix | *By survey theme*



Priority (strong correlation with engagement and low agreement %)

Department Leadership (41%)

Enhance (strong correlation with engagement and moderate agreement %)

Diversity and Inclusion (56%)

Preserve (strong correlation with engagement and high agreement %)

My Job (65%)

Work Environment (63%)

2012 and 2013 Trends

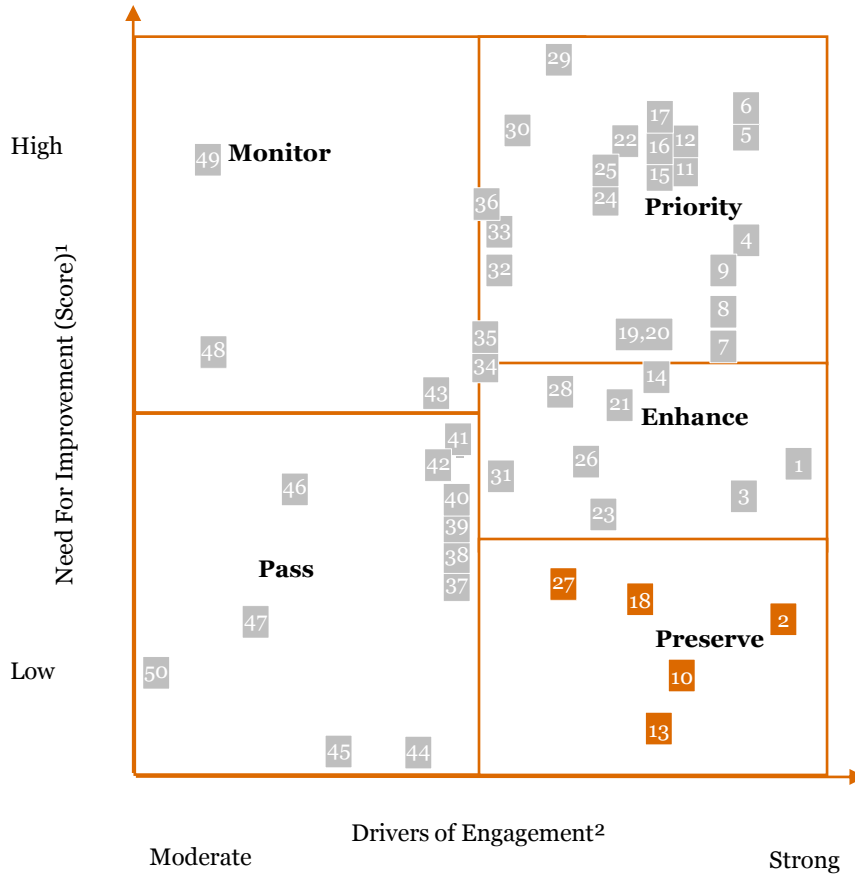
- Survey themes did not experience much movement within the driver matrix from 2012 to 2013; themes that were categorized as Priority, Enhance, and Preserve in 2012 remained in those respective categories for 2013
- Department Leadership slightly improved in agree score and continued to have a strong impact on engagement

¹ Based on agree score (Agree + Strongly Agree)

² Based on correlation with Engagement Index

Note: A full list of correlations between engagement and agree scores is included in the Appendix.

Driver matrix | *By item*



Preserve (strong correlation with engagement and high agreement %)

My Job

- 2. My work group consistently delivers a high level of customer service. (75%)*
- 10. My work group does a good job of resolving customer problems when they occur. (79%)*
- 13. I understand how the work I do makes a difference in the lives of the people of the State of Michigan. (83%)*

SoM Customized Questions

- 18. I am treated with dignity and respect by my colleagues. (74%)*

Work Environment

- 27. The people I work with cooperate well together to get the job done. (73%)*

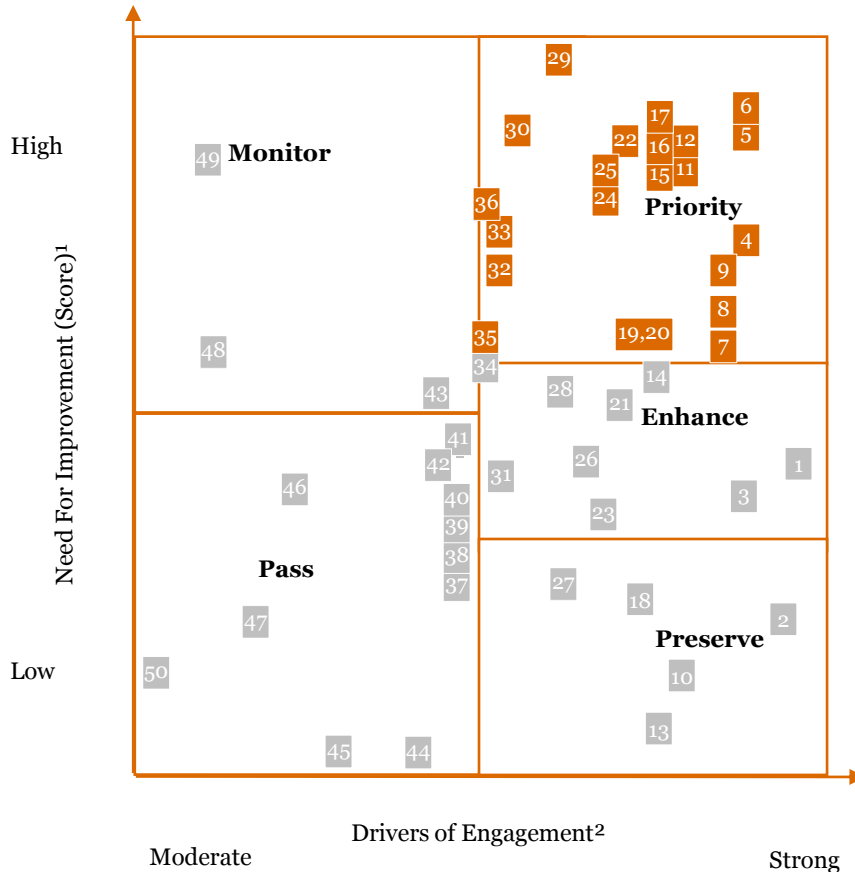
¹ Based on agree score (Agree + Strongly Agree)

² Based on correlation with Engagement Index

Note: A full list of correlations between engagement and agree scores is included in the Appendix.

*Indicates a 2012 Preserve item

Driver matrix | *By item*



¹ Based on agree score (Agree + Strongly Agree)

² Based on correlation with Engagement Index

Note: A full list of correlations between engagement and agree scores is included in the Appendix.

*Indicates a 2012 Priority item

Priority (strong correlation with engagement and low agreement %)

Department Leadership

- 4. My department is serious about change and reinvention to achieve good government. (48%)*
- 5. Department leadership is creating a culture of continuous improvement. (40%)*
- 6. I am confident department leadership is leading us in the right direction for success. (39%)*
- 12. Department leadership is interested in the well-being of employees. (41%)*
- 15. Department leadership is trustworthy. (43%)*
- 29. Department leadership makes decisions in a timely fashion. (35%)*

Diversity and Inclusion

- 7. My work group has a climate in which diverse perspectives are encouraged and valued. (56%)
- 9. The State of Michigan has an inclusive work environment where individual differences are respected. (50%)*
- 17. Sufficient effort is made to get the opinions of people who work here. (39%)*
- 33. I provide my opinions without fear of retaliation or retribution. (47%)

My Job

- 8. My career goals can be met at the State of Michigan. (53%)*
- 20. I am encouraged to come up with new and better ways of doing things. (55%)
- 30. I believe I have the opportunity for growth in my current job. (40%)*

Work Environment

- 11. The State of Michigan empowers employees to make appropriate decisions that are in the best interests of the State. (43%)*

Department Communications

- 16. Department leadership gives employees a clear picture of the direction my department is headed. (42%)*
- 19. I get the information I need to be productive in my job. (55%)
- 22. My department leadership communicates openly and honestly with employees. (41%)*
- 24. My department keeps employees informed about matters affecting us. (45%)*

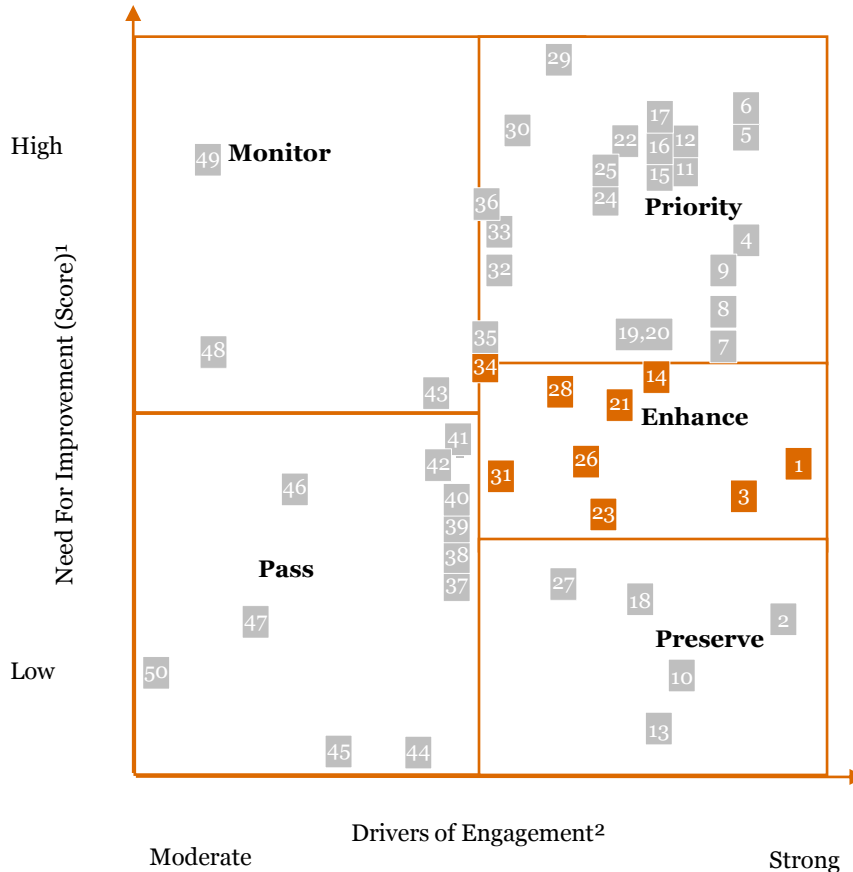
SoM Customized Questions

- 25. I am aware of Good Government initiatives taking place in my agency. (43%)
- 36. We monitor our progress using measures and metrics on our department's scorecard. (46%)

My Immediate Supervisor

- 32. I feel my supervisor takes an active interest in my career development. (50%)*
- 35. My supervisor effectively balances the workload across our workgroup or team. (55%)

Driver matrix | *By item*



Enhance (strong correlation with engagement and moderate agreement %)

My Job

- 1. My job gives me a feeling of personal accomplishment. (64%)
- 3. My work group constantly looks for better ways to serve our customers. (66%)
- 23. My job makes good use of my skills and abilities. (68%)
- 31. I think my job performance is evaluated fairly. (65%)
- 34. I receive the training I need to do a quality job. (57%)

Work Environment

- 14. Within my department, there is effective teamwork between my work group and other work groups. (58%)

Diversity and Inclusion

- 21. Employees at the State of Michigan are able to contribute to their fullest potential (without regard to such characteristics as age, race, ethnicity, disability, etc.). (60%)
- 26. My colleagues treat co-workers with dignity and respect. (64%)
- 28. The State of Michigan values diversity in the workplace. (59%)

¹ Based on agree score (Agree + Strongly Agree)

² Based on correlation with Engagement Index

Note: A full list of correlations between engagement and agree scores is included in the Appendix.

Comments | *Methodology overview*

Methodology

- Survey respondents were asked the following open-ended item:
 - “You may choose to comment on one or more of the topics below.”**
 - Topics that were listed:

Topic	Distinct Comments 2013	% of Comments
Career Opportunities & Training	8,001	17.42%
Communication	7,197	15.67%
Diversity & Inclusion	4,382	9.54%
Leadership	7,235	15.76%
Recognition/Compensation	6,810	14.83%
Tools/Resources	5,608	12.21%
Other/General	6,684	14.56%

Categorization

- Responses were entered into a text analytics tool to categorize the comments and generate sentiment values based on keywords/phrases detected
- Steps involved in the categorization process include: 1) all comments analyzed and categorized via the text analytics tool, 2) PwC reviews output and refines the category model to reflect State of Michigan’s specific work environment and language, and 3) all comments re-analyzed via the text analytics tool to determine final counts and sentiment of comments
- 12,822 employees provided comments, made up of 117,022 sentences of which 94% were categorized
- Comments can fall into more than one category, so percentages do not add up to 100%

Sentiment

- Individual comments are assigned sentiment values ranging from -5 to +5, with 0 being neutral. Sentiment values are aggregated where values of less than -0.4 or greater than +0.4 are considered strong, and are shaded in this report
- Red signifies negative sentiment, green signifies positive, and gray/white indicates neutral



Comments | Summary

Category*	Distinct Comments 2013	% of Comments	Sentiment Score
Strengths			
Manager	2,166	16.89%	+0.38
Leadership	3,497	27.27%	+0.19
Organizational Culture	8,152	63.58%	+0.13
Areas for Improvement			
Communication	5,582	43.53%	-0.30
Site & Resources (e.g., technology, supplies, location, policies, procedures, staffing)	7,346	57.29%	-0.28
Job/Role	3,572	27.85%	-0.15

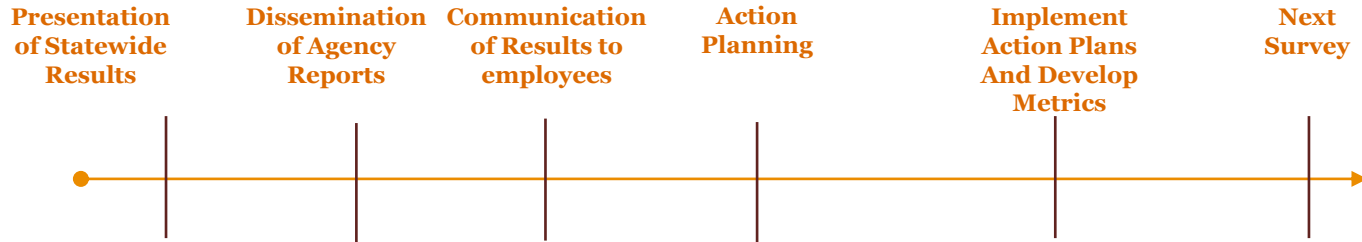
**Empirically derived by text analytics tool*

Sentiment

- Individual comments are assigned sentiment values ranging from -5 to +5, with 0 being neutral. Sentiment values are aggregated where values of less than -0.4 or greater than +0.4 are considered strong, and are shaded in this report
- Red signifies negative sentiment, green signifies positive, and gray/white indicates neutral



Next steps | *Results roll out timeline*



November, 2013	December, 2013	January, 2014	February, 2014	January, 2015
<ul style="list-style-type: none"> • Review results • Share survey results and deliver key messages for agencies • Develop state-wide communication plan 	<ul style="list-style-type: none"> • Review agency results/Assess changes • Identify strengths and opportunities on which to focus improvement efforts • Implement employee communication plans 	<ul style="list-style-type: none"> • Form teams for action planning • Generate 2-3 action steps for each priority item selected • Determine best practices, identify resources • Implement 	<ul style="list-style-type: none"> • Assess and document accountability around the action planning process • Communicate plans and progress • Continue to measure and monitor progress 	<ul style="list-style-type: none"> • Launch the third Employee Survey • Develop communication plans • Set new participation goals

Appendix

Appendix

- Survey theme scores by Agency
- Survey theme scores by demographic
- Survey results by theme:
 - SoM Employee Engagement
 - Department Leadership
 - Department Communications
 - My Immediate Supervisor
 - My Job
 - Work Environment
 - Diversity & Inclusion
 - Department Employee Engagement
 - SoM Customized Questions
- Survey results by question, ranked by impact on engagement
- Department engagement index
- Response profile



Survey theme scores by Agency

		Department Leadership		Department Communications		My Immediate Supervisor		My Job		Work Environment		Diversity and Inclusion		SoM Customized	
		2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
SoM	State of Michigan Overall	3.08	3.04	3.17	3.09	3.65	3.62	3.65	3.62	3.62	3.59	3.45	3.40	3.41	3.36
CSC	Civil Service Commission	3.64	3.51	3.73	3.49	3.99	3.85	3.99	3.91	3.95	3.86	3.83	3.72	3.77	3.61
DCH	Community Health	3.14	3.22	3.22	3.27	3.64	3.66	3.69	3.70	3.63	3.65	3.50	3.53	3.42	3.47
DEQ	Environmental Quality	3.47	3.23	3.57	3.34	3.83	3.70	3.74	3.62	3.75	3.65	3.69	3.54	3.71	3.64
DHS	Human Services	3.01	3.07	3.12	3.13	3.69	3.72	3.65	3.67	3.58	3.59	3.43	3.44	3.36	3.42
DIFS	Insurance & Financial Services	3.63	N/A	3.56	N/A	3.84	N/A	3.85	N/A	3.77	N/A	3.72	N/A	3.56	N/A
DMVA	Military & Veteran Affairs	3.23	3.34	3.25	3.35	3.67	3.69	3.76	3.80	3.69	3.72	3.52	3.59	3.27	3.43
DNR	Natural Resources	3.40	3.24	3.48	3.29	3.75	3.76	3.82	3.80	3.74	3.70	3.67	3.64	3.52	3.46
DTMB	Technology, Management, and Budget	3.41	3.28	3.45	3.28	3.78	3.70	3.75	3.69	3.77	3.71	3.69	3.61	3.61	3.51
GOV	Governor's Office	4.23	4.30	3.89	3.93	4.02	4.20	4.05	4.16	4.00	4.06	4.01	4.13	4.11	4.24
LARA	Licensing & Regulatory Affairs	3.06	3.30	3.11	3.29	3.72	3.74	3.67	3.78	3.63	3.73	3.45	3.58	3.47	3.52
LOTT	Lottery	3.70	3.58	3.71	3.53	4.00	3.97	3.97	4.00	4.02	3.94	3.86	3.79	3.78	3.86
MDARD	Agriculture & Rural Development	3.53	3.48	3.55	3.54	3.85	3.90	3.84	3.87	3.80	3.79	3.69	3.67	3.75	3.73
MDCR	Civil Rights	2.84	3.31	2.99	3.35	3.80	3.88	3.66	3.78	3.56	3.71	3.43	3.68	3.34	3.67
MDE	Education	3.64	3.54	3.61	3.51	3.86	3.65	3.91	3.83	3.83	3.72	3.76	3.65	3.80	3.73
MDOC	Corrections	2.52	2.44	2.68	2.56	3.33	3.28	3.35	3.29	3.35	3.30	3.07	2.98	3.02	2.90
MDOT	Transportation	3.17	3.21	3.25	3.23	3.73	3.70	3.75	3.73	3.70	3.71	3.55	3.53	3.54	3.49
MEDC	Michigan Economic Development Corporation	3.60	3.59	3.60	3.46	3.94	3.88	3.89	3.85	3.77	3.76	3.80	3.78	3.84	3.83
MGCB	Gaming Control Board	3.82	3.80	3.84	3.82	4.14	4.14	4.02	3.96	4.09	4.02	3.99	3.94	4.09	4.03
MSHDA	Michigan State Housing Development Authority	3.53	3.56	3.50	3.51	3.71	3.68	3.76	3.78	3.77	3.71	3.64	3.67	3.53	3.57
MSP	State Police	3.70	3.34	3.74	3.28	3.95	3.75	3.99	3.83	3.95	3.77	3.78	3.55	3.87	3.57
TREAS	Treasury	3.31	3.19	3.37	3.21	3.78	3.76	3.77	3.75	3.75	3.70	3.59	3.52	3.59	3.49
WDA	Workforce Development Agency	3.17	3.17	3.12	3.19	3.66	3.66	3.76	3.67	3.63	3.53	3.47	3.49	3.48	3.49

Survey theme scores are the composite averages for the questions that make up that survey theme



Survey theme scores by demographic

	Engagement Index		Department Leadership		Department Communications		My Immediate Supervisor		My Job		Work Environment		Diversity and Inclusion		SoM Customized	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
State of Michigan Overall	3.83	3.79	3.08	3.04	3.17	3.09	3.65	3.62	3.65	3.62	3.62	3.59	3.45	3.40	3.41	3.36
Race																
American Indian/Alaskan Native	3.67	3.66	2.88	2.80	3.01	2.90	3.53	3.52	3.53	3.49	3.56	3.46	3.27	3.23	3.20	3.19
Asian	4.07	4.06	3.59	3.60	3.63	3.63	3.89	3.93	3.87	3.88	3.85	3.92	3.81	3.85	3.74	3.84
Black	3.87	3.85	3.02	3.02	3.16	3.16	3.63	3.63	3.61	3.61	3.60	3.60	3.37	3.36	3.33	3.35
Hispanic/Latino	3.91	3.85	3.15	3.13	3.25	3.17	3.69	3.60	3.71	3.65	3.66	3.62	3.48	3.41	3.47	3.45
White	3.84	3.80	3.11	3.07	3.19	3.10	3.68	3.64	3.68	3.65	3.63	3.60	3.48	3.44	3.44	3.39
Other	3.63	3.59	2.76	2.67	2.87	2.75	3.40	3.37	3.40	3.37	3.39	3.37	3.14	3.06	3.13	3.03
Gender																
Female	3.86	3.85	3.10	3.11	3.18	3.14	3.67	3.67	3.69	3.69	3.61	3.61	3.45	3.44	3.40	3.41
Male	3.80	3.73	3.08	2.97	3.18	3.04	3.64	3.58	3.62	3.56	3.63	3.57	3.46	3.37	3.42	3.31
Age Range																
Under 25	4.06	3.98	3.70	3.64	3.77	3.65	4.00	4.00	3.91	3.88	3.96	3.91	3.88	3.80	3.69	3.71
25-34	3.87	3.85	3.19	3.19	3.26	3.19	3.76	3.76	3.71	3.71	3.66	3.66	3.55	3.54	3.47	3.47
35-44	3.83	3.79	3.05	3.01	3.14	3.05	3.65	3.62	3.64	3.61	3.59	3.57	3.43	3.40	3.39	3.34
45-54	3.80	3.76	3.02	2.97	3.11	3.03	3.59	3.55	3.62	3.59	3.59	3.55	3.39	3.33	3.36	3.31
55 and Over	3.84	3.80	3.11	3.06	3.21	3.14	3.66	3.64	3.68	3.64	3.64	3.60	3.47	3.42	3.44	3.39
Tenure																
Less than 3 years	4.00	3.99	3.48	3.51	3.54	3.52	3.92	3.92	3.82	3.83	3.79	3.81	3.73	3.74	3.59	3.67
3 years to less than 10 years	3.84	3.85	3.06	3.13	3.14	3.15	3.65	3.68	3.65	3.68	3.59	3.61	3.45	3.47	3.41	3.44
10 years to less than 20 years	3.78	3.72	2.97	2.87	3.07	2.94	3.57	3.53	3.60	3.55	3.57	3.52	3.36	3.29	3.34	3.24
20 years to less than 30 years	3.75	3.69	2.95	2.85	3.05	2.93	3.57	3.48	3.59	3.52	3.57	3.49	3.35	3.25	3.34	3.23
30 years or more	3.89	3.83	3.17	3.07	3.27	3.16	3.69	3.65	3.75	3.70	3.69	3.63	3.52	3.46	3.49	3.40
Employment Group																
Group 1: Non-degreed, non-supervisory classifications	3.74	3.68	2.94	2.88	3.04	2.95	3.50	3.47	3.55	3.52	3.55	3.52	3.30	3.24	3.26	3.22
Group 2: Degreed, non-supervisory classifications	3.86	3.84	3.10	3.08	3.20	3.14	3.73	3.70	3.67	3.65	3.63	3.62	3.49	3.46	3.44	3.42
Group 3: Managers and supervisors	3.87	3.84	3.16	3.13	3.24	3.14	3.70	3.67	3.74	3.70	3.64	3.60	3.53	3.49	3.51	3.39
Group 4/SES: Executives and administrators	4.28	4.14	3.86	3.70	3.86	3.64	4.11	3.94	4.17	4.01	4.02	3.81	4.04	3.89	4.05	3.85
Unclassified/Special appointees	4.12	4.12	3.84	3.80	3.83	3.71	4.03	3.96	3.98	3.96	3.92	3.93	3.89	3.89	3.92	3.92
MEDC - Corporate	4.16	4.11	3.85	3.75	3.80	3.58	4.12	4.00	3.98	3.90	3.88	3.81	3.97	3.89	4.01	3.97
Other	3.75	3.74	3.01	3.02	3.08	3.05	3.56	3.56	3.56	3.56	3.55	3.55	3.34	3.35	3.25	3.26



Survey theme scores are the composite averages for the questions that make up that survey theme

Employee engagement

I intend to stay with the State of Michigan for at least another 12 months.

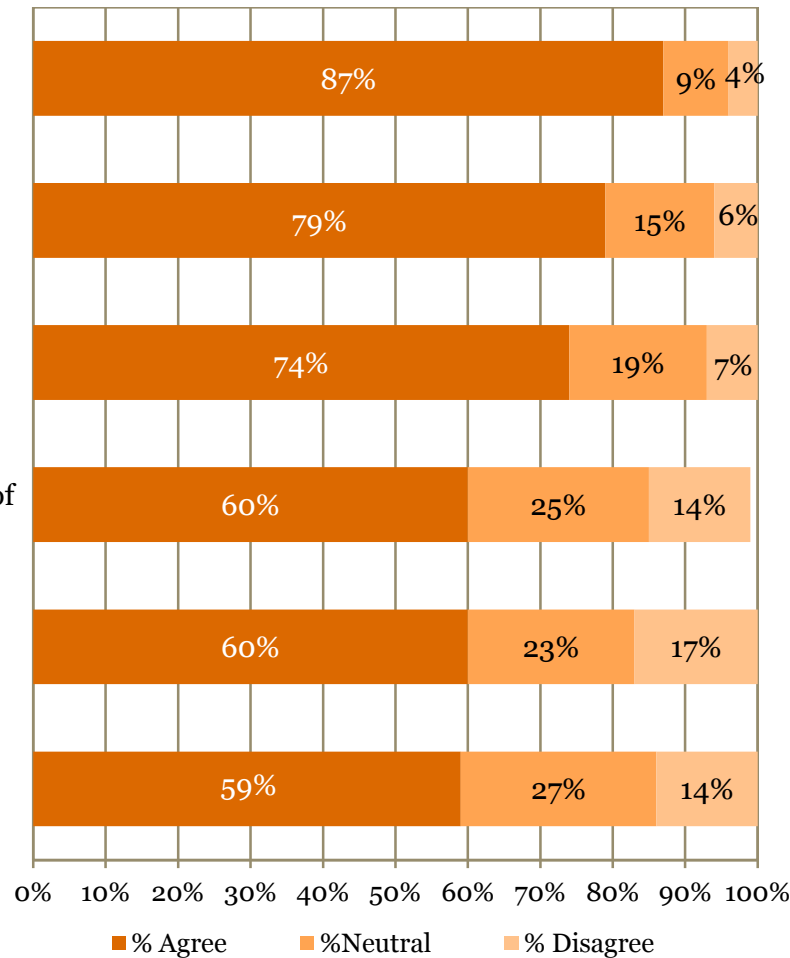
I understand how my job contributes to the mission of the State of Michigan.

I am proud to work for the State of Michigan.

My colleagues go beyond what is expected for the success of the State of Michigan.

I would recommend the State of Michigan to friends and family as a great place to work.

My colleagues are passionate about providing exceptional customer service.

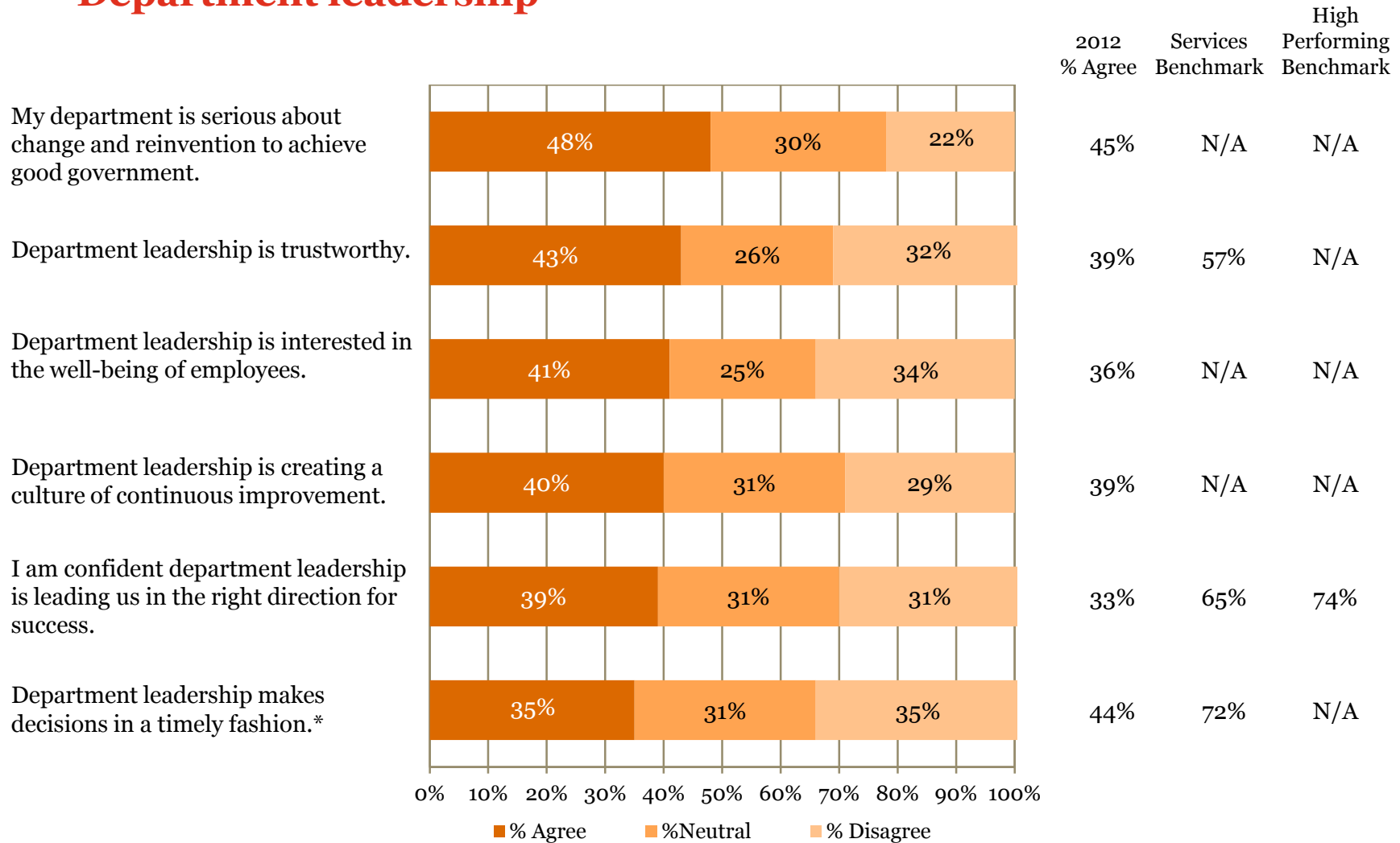


2012 % Agree	Services Benchmark	High Performing Benchmark
88%	70%	85%
78%	85%	93%
70%	80%	85%
61%	70%	83%
53%	75%	80%
61%	82%	90%

Note: Percentages may not equal 100% due to rounding.



Department leadership



Note: Percentages may not equal 100% due to rounding.

*This question was “Managers in my department make decisions in a timely fashion” in 2012



Department communications

2012
% Agree

Services
Benchmark

High
Performing
Benchmark

I get the information I need to be productive in my job.

55%

24%

20%

54%

N/A

N/A

My department keeps employees informed about matters affecting us.

45%

25%

30%

42%

N/A

N/A

Department leadership gives employees a clear picture of the direction my department is headed.

42%

27%

31%

37%

74%

73%

My department leadership communicates openly and honestly with employees.

41%

25%

34%

37%

61%

67%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ % Agree

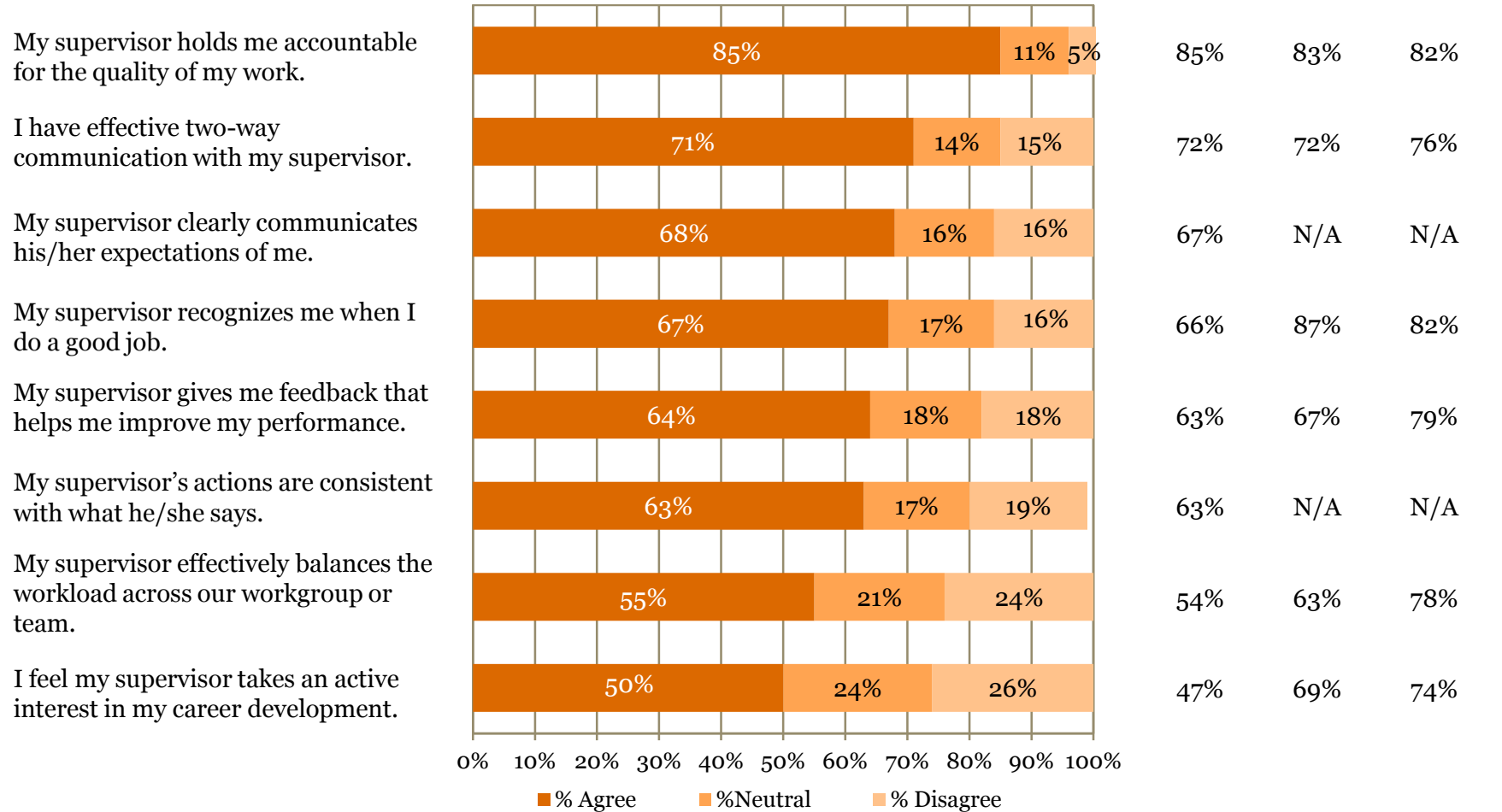
■ % Neutral

■ % Disagree

Note: Percentages may not equal 100% due to rounding.



My immediate supervisor



Note: Percentages may not equal 100% due to rounding.



My job

I have a clear idea of my job responsibilities.

I understand how the work I do makes a difference in the lives of the people of the State of Michigan.

My work group does a good job of resolving customer problems when they occur.

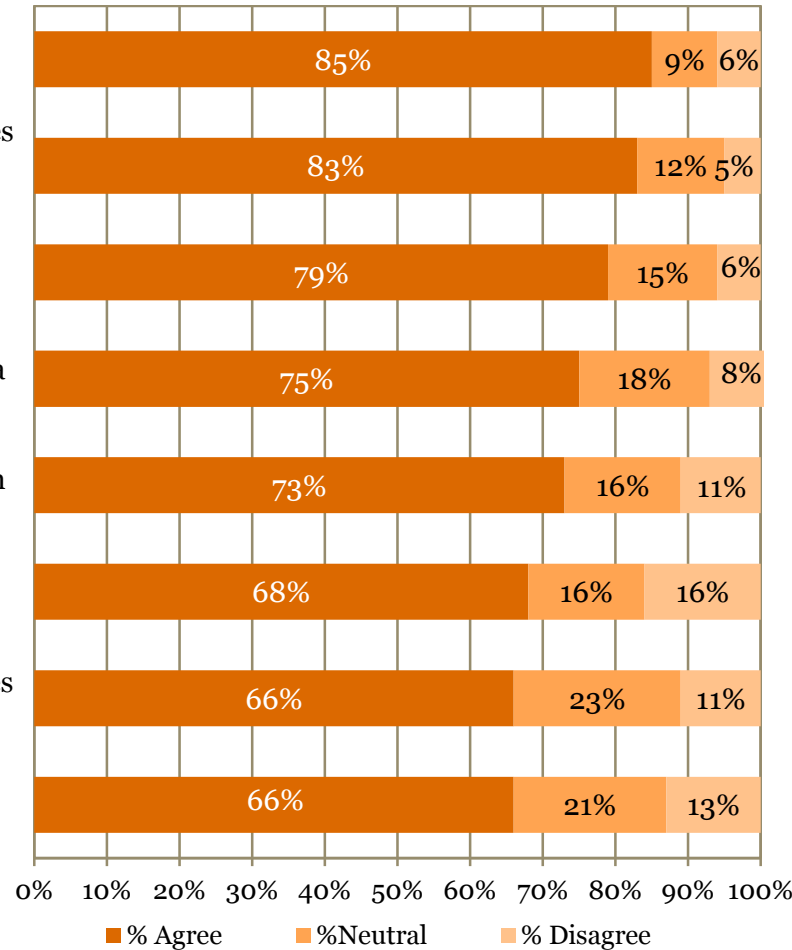
My work group consistently delivers a high level of customer service.

I understand how my performance on the job is evaluated.

My job makes good use of my skills and abilities.

The benefits program I have compares favorably with benefits programs of other employers in Michigan.

My work group constantly looks for better ways to serve our customers.

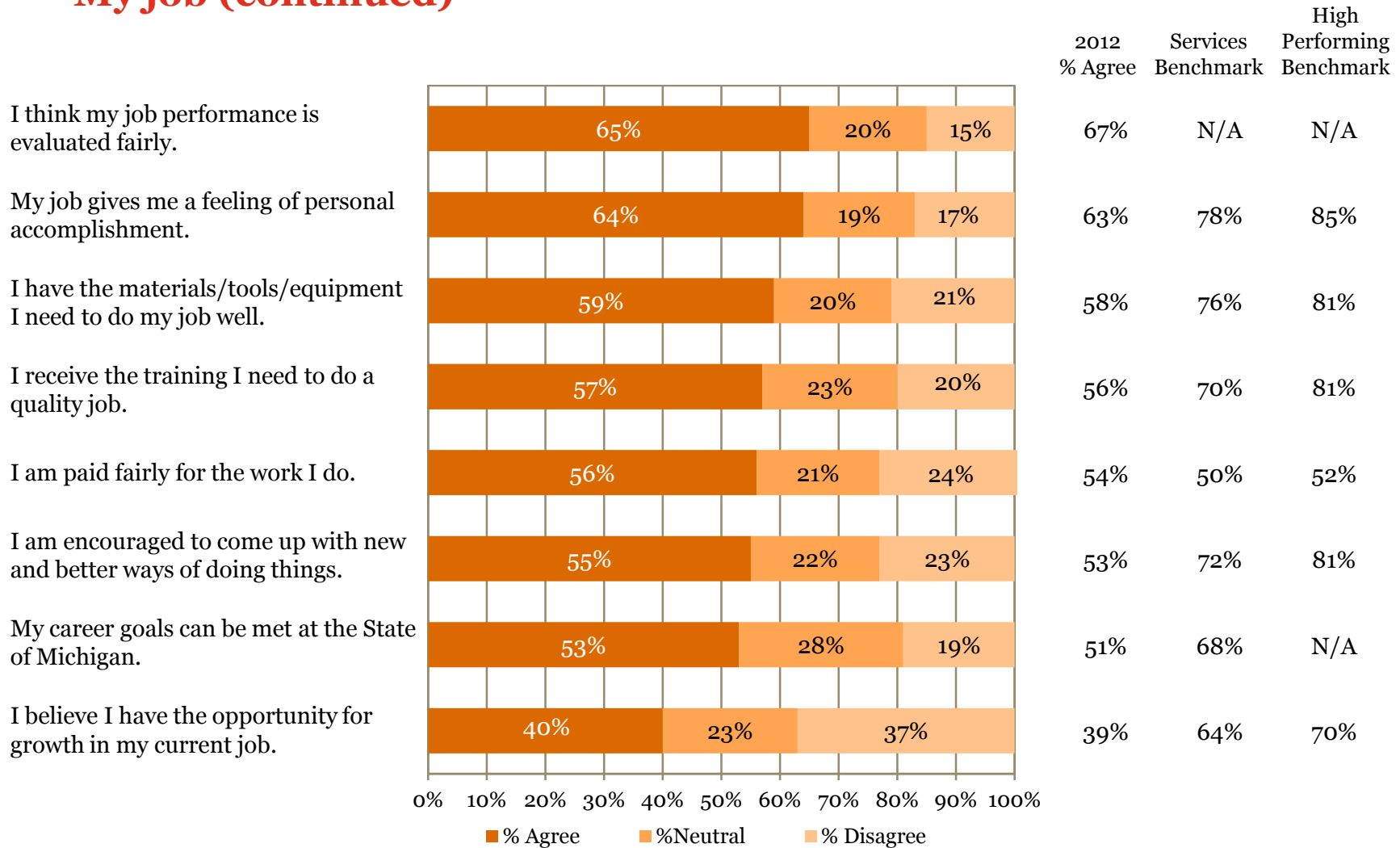


2012 % Agree	Services Benchmark	High Performing Benchmark
83%	86%	92%
84%	N/A	N/A
80%	N/A	N/A
76%	82%	90%
74%	N/A	N/A
68%	74%	81%
61%	59%	69%
66%	72%	81%

Note: Percentages may not equal 100% due to rounding.

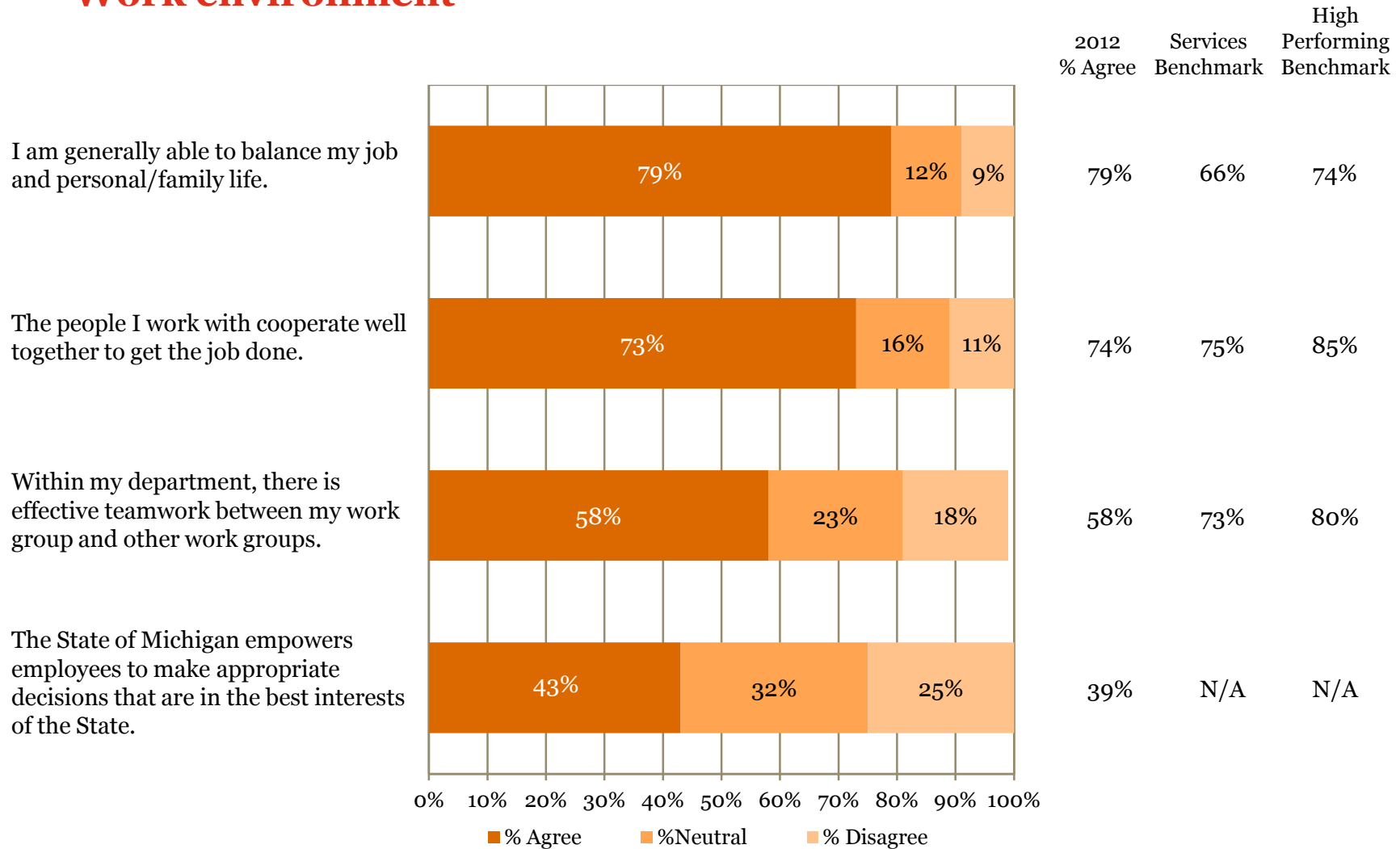


My job (continued)



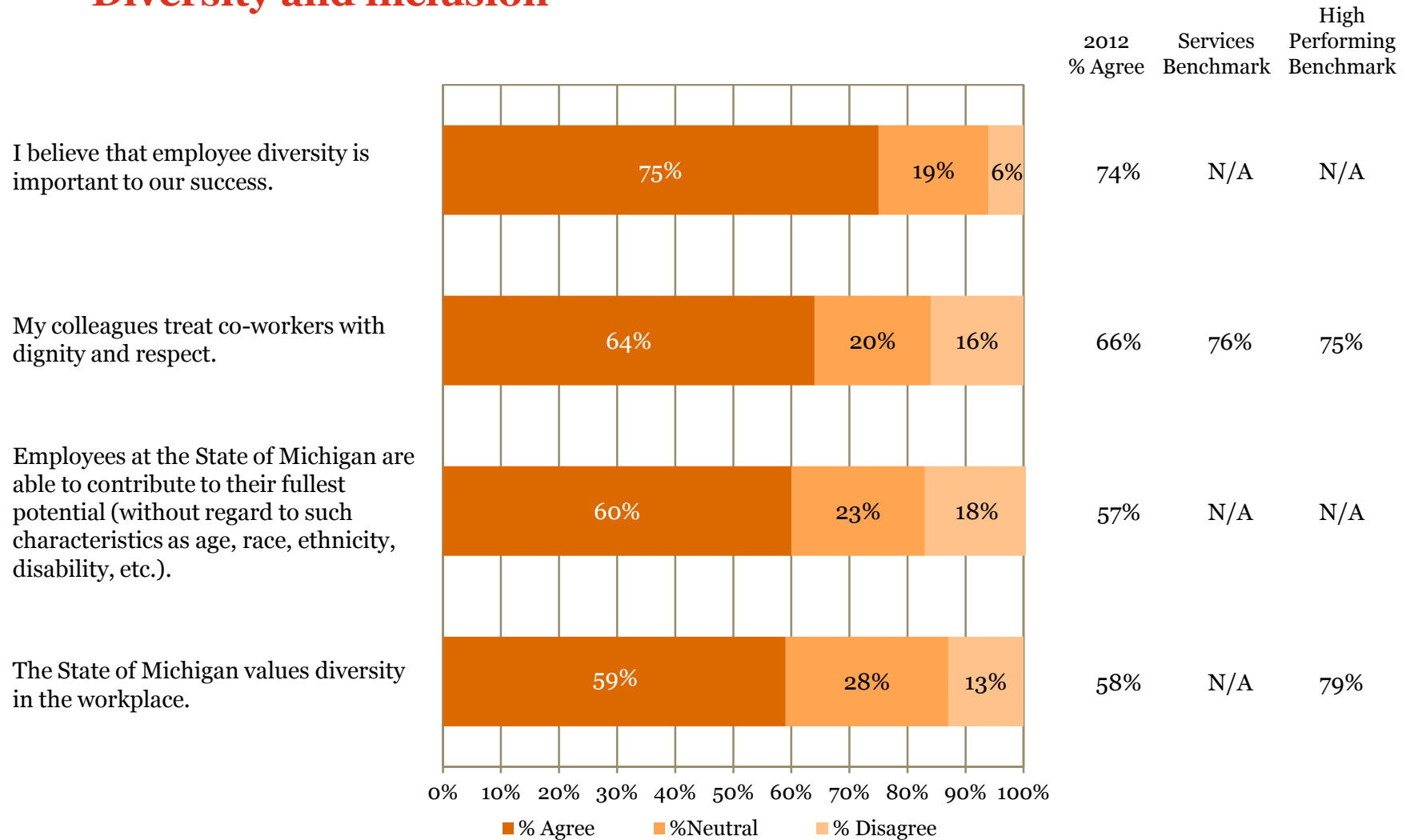
Note: Percentages may not equal 100% due to rounding.

Work environment



Note: Percentages may not equal 100% due to rounding.

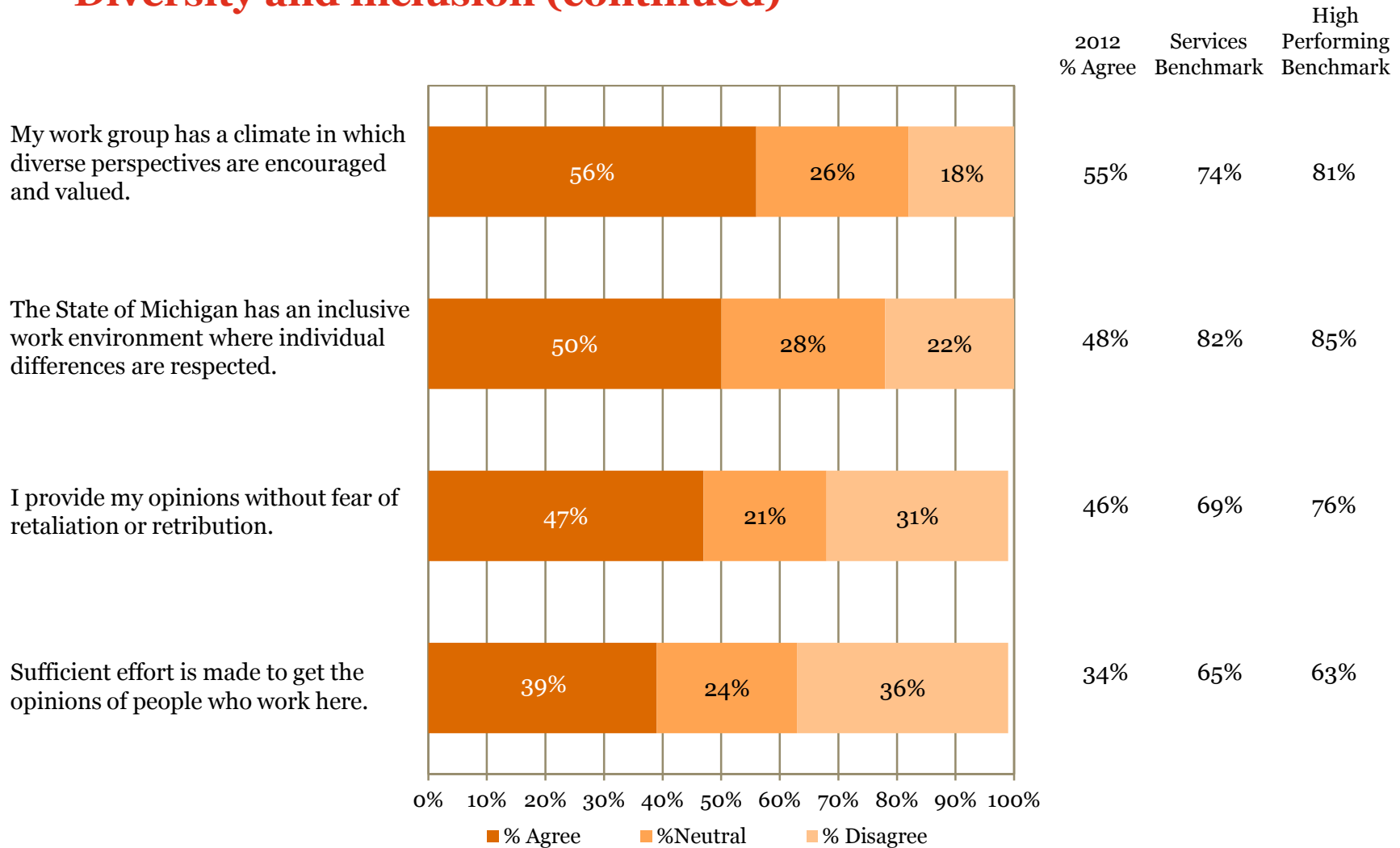
Diversity and inclusion



Note: Percentages may not equal 100% due to rounding.

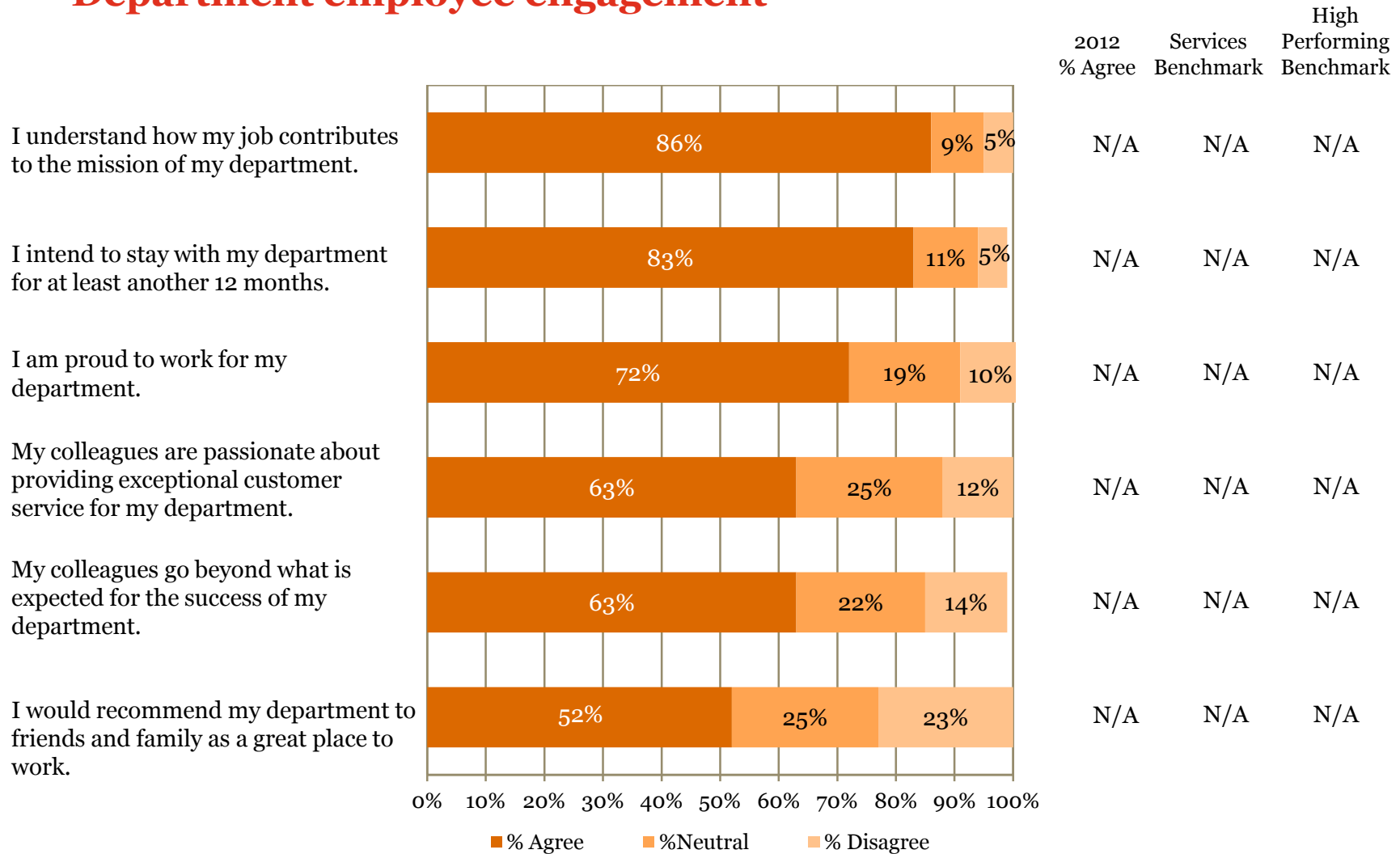


Diversity and inclusion (continued)



Note: Percentages may not equal 100% due to rounding.

Department employee engagement



Note: Percentages may not equal 100% due to rounding.



SoM customized

2012
% Agree

Services
Benchmark

High
Performing
Benchmark

I am treated with dignity and respect by my colleagues.

74%

16%

10%

75%

76%

75%

We monitor our progress using measures and metrics on our department's scorecard.

46%

34%

20%

N/A

N/A

N/A

I am aware of Good Government initiatives taking place in my agency.

43%

31%

26%

N/A

N/A

N/A

I believe that my responses to the 2012 survey really were anonymous.*

42%

39%

19%

54%

N/A

N/A

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ % Agree

■ %Neutral

■ % Disagree

Note: Percentages may not equal 100% due to rounding.

*This question was "I trust that my participation in this survey is anonymous" in 2012



Survey results | *By question*

Item # on Driver Matrix	Survey Theme	Item Text	2012		2013					
			2012 Correlation with Engagement	2012 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
1	My Job	My job gives me a feeling of personal accomplishment.	.66	63%	.67	64%	19%	17%	78%	85%
2	My Job	My work group consistently delivers a high level of customer service.	.63	76%	.66	75%	18%	8%	82%	90%
3	My Job	My work group constantly looks for better ways to serve our customers.	.62	66%	.64	66%	21%	13%	72%	81%
4	Department Leadership	My department is serious about change and reinvention to achieve good government.	.60	45%	.64	48%	30%	22%	N/A	N/A
5	Department Leadership	Department leadership is creating a culture of continuous improvement.	.57	39%	.64	40%	31%	29%	N/A	N/A
6	Department Leadership	I am confident department leadership is leading us in the right direction for success.	.60	33%	.64	39%	31%	31%	65%	74%
7	Diversity and Inclusion	My work group has a climate in which diverse perspectives are encouraged and valued.	.59	55%	.63	56%	26%	18%	74%	81%
8	My Job	My career goals can be met at the State of Michigan.	.62	51%	.63	53%	28%	19%	68%	N/A
9	Diversity and Inclusion	The State of Michigan has an inclusive work environment where individual differences are respected.	.60	48%	.63	50%	28%	22%	82%	85%
10	My Job	My work group does a good job of resolving customer problems when they occur.	.59	80%	.61	79%	15%	6%	N/A	N/A
11	Work Environment	The State of Michigan empowers employees to make appropriate decisions that are in the best interests of the State.	.58	39%	.61	43%	32%	25%	N/A	N/A
12	Department Leadership	Department leadership is interested in the well-being of employees.	.57	36%	.61	41%	25%	34%	N/A	N/A
13	My Job	I understand how the work I do makes a difference in the lives of the people of the State of Michigan.	.57	84%	.60	83%	12%	5%	N/A	N/A
14	Work Environment	Within my department, there is effective teamwork between my work group and other work groups.	.55	58%	.60	58%	23%	18%	73%	80%
15	Department Leadership	Department leadership is trustworthy.	.57	39%	.60	43%	26%	32%	57%	N/A
16	Department Communications	Department leadership gives employees a clear picture of the direction my department is headed.	.54	37%	.60	42%	27%	31%	74%	73%
17	Diversity and Inclusion	Sufficient effort is made to get the opinions of people who work here.	.55	34%	.60	39%	24%	36%	65%	63%
18	SoM customized questions	I am treated with dignity and respect by my colleagues.	.56	75%	.59	74%	16%	10%	76%	75%
19	Department Communications	I get the information I need to be productive in my job.	.55	54%	.59	55%	24%	20%	N/A	N/A
20	My Job	I am encouraged to come up with new and better ways of doing things.	.56	53%	.59	55%	22%	23%	72%	81%



Survey results | *By question (continued)*

Item # on Driver Matrix	Survey Theme	Item Text	2012		2013					
			2012 Correlation with Engagement	2012 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
21	Diversity and Inclusion	Employees at the State of Michigan are able to contribute to their fullest potential (without regard to such characteristics as age, race, ethnicity, disability, etc.).	.56	57%	.58	60%	23%	18%	N/A	N/A
22	Department Communications	My department leadership communicates openly and honestly with employees.	.54	37%	.58	41%	25%	34%	61%	67%
23	My Job	My job makes good use of my skills and abilities.	.55	68%	.57	68%	16%	16%	74%	81%
24	Department Communications	My department keeps employees informed about matters affecting us.	.52	42%	.57	45%	25%	30%	N/A	N/A
25	SoM customized questions	I am aware of Good Government initiatives taking place in my agency.	N/A	N/A	.57	43%	31%	26%	N/A	N/A
26	Diversity and Inclusion	My colleagues treat co-workers with dignity and respect.	.56	66%	.56	64%	20%	16%	76%	75%
27	Work Environment	The people I work with cooperate well together to get the job done.	.52	74%	.55	73%	16%	11%	75%	85%
28	Diversity and Inclusion	The State of Michigan values diversity in the workplace.	.53	58%	.55	59%	28%	13%	N/A	79%
29	Department Leadership	Department leadership makes decisions in a timely fashion.	.51	44%	.55	35%	31%	35%	72%	N/A
30	My Job	I believe I have the opportunity for growth in my current job.	.53	39%	.53	40%	23%	37%	64%	70%
31	My Job	I think my job performance is evaluated fairly.	.49	67%	.52	65%	20%	15%	N/A	N/A
32	My Immediate Supervisor	I feel my supervisor takes an active interest in my career development.	.50	47%	.52	50%	24%	26%	69%	74%
33	Diversity and Inclusion	I provide my opinions without fear of retaliation or retribution.	.48	46%	.52	47%	21%	31%	69%	76%
34	My Job	I receive the training I need to do a quality job.	.45	56%	.51	57%	23%	20%	70%	81%
35	My Immediate Supervisor	My supervisor effectively balances the workload across our workgroup or team.	.49	54%	.51	55%	21%	24%	63%	78%

Survey results | *By question (continued)*

Item # on Driver Matrix	Survey Theme	Item Text	2012		2013					
			2012 Correlation with Engagement	2012 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
36	SoM customized questions	We monitor our progress using measures and metrics on our department's scorecard.	N/A	N/A	.51	46%	34%	20%	N/A	N/A
37	My Job	I understand how my performance on the job is evaluated.	.45	74%	.50	73%	16%	11%	N/A	N/A
38	My Immediate Supervisor	I have effective two-way communication with my supervisor.	.46	72%	.50	71%	14%	15%	72%	76%
39	My Immediate Supervisor	My supervisor clearly communicates his/her expectations of me.	.46	67%	.50	68%	16%	16%	N/A	N/A
40	My Immediate Supervisor	My supervisor recognizes me when I do a good job.	.48	66%	.50	67%	17%	16%	87%	82%
41	My Immediate Supervisor	My supervisor's actions are consistent with what he/she says.	.46	63%	.50	63%	17%	19%	N/A	N/A
42	My Immediate Supervisor	My supervisor gives me feedback that helps me improve my performance.	.46	63%	.49	64%	18%	18%	67%	79%
43	My Job	I have the materials/tools/equipment I need to do my job well.	.47	58%	.49	59%	20%	21%	76%	81%
44	My Immediate Supervisor	My supervisor holds me accountable for the quality of my work.	.47	85%	.48	85%	11%	5%	83%	82%
45	My Job	I have a clear idea of my job responsibilities.	.40	83%	.44	85%	9%	6%	86%	92%
46	My Job	The benefits program I have compares favorably with benefits programs of other employers in Michigan.	.41	61%	.42	66%	23%	11%	59%	69%
47	Diversity and Inclusion	I believe that employee diversity is important to our success.	.40	74%	.40	75%	19%	6%	N/A	N/A
48	My Job	I am paid fairly for the work I do.	.36	54%	.38	56%	21%	24%	50%	52%
49	SoM customized questions	I believe that my responses to the 2012 survey really were anonymous.	.39	54%	.38	42%	39%	19%	N/A	N/A
50	Work Environment	I am generally able to balance my job and personal/family life.	.33	79%	.35	79%	12%	9%	66%	74%

Survey results | *By question (continued)*

Survey Theme	Item Text	2012		2013					
		2012 Correlation with Engagement	2012 % Agree	Correlation with Engagement	% Agree	% Neutral	% Disagree	Svc Benchmark % Agree	HP Benchmark % Agree
Employee Engagement	I intend to stay with the State of Michigan for at least another 12 months.	N/A	88%	N/A	87%	9%	4%	70%	85%
Employee Engagement	I understand how my job contributes to the mission of the State of Michigan.	N/A	78%	N/A	79%	15%	6%	85%	93%
Employee Engagement	I am proud to work for the State of Michigan.	N/A	70%	N/A	74%	19%	7%	80%	85%
Employee Engagement	I would recommend the State of Michigan to friends and family as a great place to work.	N/A	53%	N/A	60%	23%	17%	75%	80%
Employee Engagement	My colleagues go beyond what is expected for the success of the State of Michigan.	N/A	61%	N/A	60%	25%	14%	70%	83%
Employee Engagement	My colleagues are passionate about providing exceptional customer service.	N/A	61%	N/A	59%	27%	14%	82%	90%
Department Engagement	I understand how my job contributes to the mission of my department.	N/A	N/A	N/A	86%	9%	5%	N/A	N/A
Department Engagement	I intend to stay with my department for at least another 12 months.	N/A	N/A	N/A	83%	11%	5%	N/A	N/A
Department Engagement	I am proud to work for my department.	N/A	N/A	N/A	72%	19%	10%	N/A	N/A
Department Engagement	My colleagues go beyond what is expected for the success of my department.	N/A	N/A	N/A	63%	22%	14%	N/A	N/A
Department Engagement	My colleagues are passionate about providing exceptional customer service for my department.	N/A	N/A	N/A	63%	25%	12%	N/A	N/A
Department Engagement	I would recommend my department to friends and family as a great place to work.	N/A	N/A	N/A	52%	25%	23%	N/A	N/A

Department engagement index | *Results*

The SoM Engagement Index and Department Engagement Index are highly correlated.

		SoM Engagement Index	Department Engagement Index	Correlation*
SoM	State of Michigan Overall	3.83	3.82	0.92
<i>CSC</i>	Civil Service Commission	4.13	4.13	0.90
<i>DCH</i>	Community Health	3.89	3.88	0.91
<i>DEQ</i>	Environmental Quality	3.93	3.96	0.94
<i>DHS</i>	Human Services	3.85	3.82	0.91
<i>DIFS</i>	Insurance and Financial Services	4.03	4.01	0.92
<i>DMVA</i>	Military & Veterans Affairs	3.90	3.94	0.89
<i>DNR</i>	Natural Resources	4.06	4.12	0.92
<i>DTMB</i>	Technology, Management, and Budget	3.98	3.94	0.90
<i>GOV</i>	Governor's Office	4.27	4.32	0.92
<i>LARA</i>	Licensing & Regulatory Affairs	3.88	3.82	0.90
<i>LOTT</i>	Lottery	4.15	4.19	0.93
<i>MDARD</i>	Agriculture & Rural Development	4.08	4.14	0.94
<i>MDCR</i>	Civil Rights	3.79	3.71	0.92
<i>MDE</i>	Education	4.08	4.08	0.91
<i>MDOC</i>	Corrections	3.46	3.45	0.92
<i>MDOT</i>	Transportation	3.86	3.89	0.94
<i>MEDC</i>	Michigan Economic Development Corporation	4.10	4.13	0.87
<i>MGCB</i>	Gaming Control Board	4.18	4.14	0.92
<i>MSHDA</i>	Michigan State Housing Development Authority	3.95	3.93	0.88
<i>MSP</i>	State Police	4.23	4.28	0.93
<i>TREAS</i>	Treasury	3.95	3.89	0.90
<i>WDA</i>	Workforce Development Agency	4.02	3.89	0.90

*Correlations represent relationship between SoM Engagement Index and Department Engagement Index. Correlations greater than 0.45 are considered strong



Response profile | *By demographic*

The response profile allows for comparisons between the response rates for SoM and various demographic groups (e.g., Under 25, Females, etc.). This comparison provides the ability to identify groups that are underrepresented or overrepresented in the survey results, relative to the overall response rate of 68%.

	Statewide demographics ¹	Survey responses	Demographic response rate
State of Michigan Overall	46,822	31,608	68%
Gender			
Male	23,659	14,021	59%
Female	26,711	16,710	63%
Age Range			
Under 25	2,365	666	28%
25-34	8,476	5,135	61%
35-44	13,360	8,567	64%
45-54	15,455	9,758	63%
55 and Over	10,714	6,510	61%
Racial/Ethnic Group			
American Indian/Alaskan Native	517	366	71%
Asian	734	403	55%
Black	9,028	3,861	43%
Hispanic/Latino	1,414	768	54%
White	38,422	23,909	62%
Non-disclosed	255	1,520	-

¹Source: CSC Annual Workforce Report Q3 2013 (MEDC Corporate not represented in these counts)

Notes:

- Demographics were self-reported by survey respondents
- Green response rates are above SoM Overall response rate (68%); red response rates are below SoM Overall response rate

Response profile | *By demographic*

	Statewide demographics ¹	Survey responses	Demographic response rate
State of Michigan Overall	46,822	31,608	68%
Total Length of Service with the State of Michigan			
Less than 3 years	10,048	5,273	52%
3 years to less than 10 years	10,673	7,325	69%
10 years to less than 20 years	15,526	10,355	67%
20 years to less than 30 years	8,521	6,226	73%
30 years or more	2,745	2,052	75%
Employment Group (SoM)			
Group 1: Non-degreed, non-supervisory classifications	25,145	11,058	44%
Group 2: Degreed, non-supervisory classifications	15,891	13,134	83%
Group 3: Managers and supervisors	5,306	4,924	93%
Group 4/SES: Executives and administrators	1,478	1,047	71%
Unclassified/Special appointees	129	185	-
Other	546	729	-

¹Source: CSC Annual Workforce Report Q3 2013 (MEDC Corporate not represented in these counts)

Notes:

- Demographics were self-reported by survey respondents
- Green response rates are above SoM Overall response rate (68%); red response rates are below SoM Overall response rate

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